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# Foreword



Since its establishment in 2000, the **National Disability Authority** has built solid foundations as the lead state authority on disability. It has provided advice to **Government** on disability issues, conducted important research and worked consistently and effectively with all relevant stakeholders to promote the rights of people with disabilities, at an historic time for the disability sector in Ireland.

Today, six years later, the NDA is entering a new, challenging and significant phase of its work. The announcement by the Government of a **National Disability Strategy**, consisting of the **Disability Act 2005**, legislation to establish a personal advocacy service for persons with disabilities, a multi-annual funding investment programme for specific disability services and Sectoral Plans from six key government departments, represents a landmark development in disability policy in Ireland. For the NDA, this **National Disability Strategy** offers significant challenges and possibilities.

The principle of mainstreaming, announced as Government policy on the establishment of the NDA, has been given legal effect in the **Disability Act 2005**. This approach requires that every public body consider people with disabilities and disability issues as part of their core work right from the outset — from the development of policy to the planning and delivery of services.

In its primary function of advising Government on policy, practice and the co-ordination of services to people with disabilities, the NDA will play a key role in advising on the roll-out of the different elements of the **National Disability Strategy** and in sharing its specific expertise on disability issues.

In its statutory monitoring role, the NDA has a vital part to play in providing an independent voice on the impact of the **National Disability Strategy**. The NDA has also been given important additional statutory functions under the **Disability Act 2005**. These include:

- ➔ Preparation of draft Codes of Practice in relation to accessible public buildings and services under Part 3 of the **Disability Act 2005**
- ➔ Monitoring compliance with the statutory employment target for the public sector under Part 5 of the **Disability Act 2005** and recommending actions to be taken by public bodies to promote and achieve compliance
- ➔ Establishment of a Centre for Excellence in Universal Design.

In preparing our **Strategic Plan for 2007 – 2009**, we recognised how the effective implementation of the **National Disability Strategy** could improve the lives of people with disabilities in Irish society, and the important role that the NDA can play in helping to achieve that.

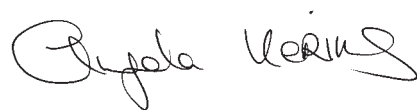
The NDA's **Strategic Plan** outlines how the NDA will provide leadership and assistance to public sector organisations and build

capacity to ensure its own obligations are met so that people with disabilities benefit to the maximum extent possible.

The NDA aims to build on the good working relationships developed with stakeholders including the Department of Justice, Equality and Law Reform, key government departments and public bodies over the course of the **Strategic Plan**. The NDA will continue to value engagement with a wide range of agencies, particularly the disability sector which has informed and enriched our work.




This plan also recognises that there will be issues and developments outside the **National Disability Strategy** relevant to supporting the achievement of a more inclusive society for persons with disabilities. A specific strategic priority and proposed objectives on emerging issues are therefore also included in the NDA **Strategic Plan**.

We in the NDA look forward to supporting the implementation of the **National Disability Strategy** and to meeting the many challenges and opportunities that promote the full integration of people with disabilities into the economic, social, cultural and political life of Ireland.



**Angela Kerins**  
Chairperson

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# Introduction

**The National Disability Authority is the national independent statutory body established to advise the Minister for Justice, Equality and Law Reform on policy and practice relating to people with disabilities. The Authority has been in operation since June 2000 and has undertaken a wide range of activities in an effort to work alongside others to achieve better outcomes for people with disabilities. Now, with expanded statutory duties, the Authority looks forward to making an important and helpful contribution to meeting the challenges that arise within a new legislative and policy context.**

# Context

**The National Disability Authority was established in June 2000, implementing a key recommendation of the Commission on the Status of People with Disabilities**

The clear commitment set out in the **Agreed Programme for Government (2002)** to “building service provision and legislative frameworks which enable people with disabilities to fulfil their potential and make full contribution to economic and social life of our country” sets a very clear policy context for the NDA’s work.

During the period in which the Authority has been in operation there have been marked social, economic, technological and demographic changes, all of which have implications for people with disabilities. There has been increased activity on the part of all of the stakeholders in the disability sector as each strives to contribute to improving the lives of people with disability from their particular perspective.

A number of developments with particular relevance to disability have taken place. These include new legislation such as the **Equality Act 2004**, the **Education of Persons with Special Education Needs Act 2004**, and the **Disability Act 2005**. There has been the establishment of new statutory agencies including the National Council for Special Education, the Human Rights Commission and the Mental Health Commission.

The statutory functions of the National Disability Authority have been expanded as a result of the **Disability Act 2005**. In addition, the context within which health and social services are provided

to people with disabilities is changing with the passing of the **Health Act 2004** and the establishment of the Health Service Executive, and the planned implementation of the proposals for the delivery of mental health services outlined in **Vision for Change**. The Department of Health and Children is nearing completion of a strategic review of existing service provision, with a view to enhancing health and social service provision for people with disabilities, under the terms of **Sustaining Progress**.

A landmark development has been the launch of the Government's **National Disability Strategy** in 2004 which puts a comprehensive programme of action in place to support and reinforce equal participation in society by people with disabilities. A core element of that strategy has been to give statutory effect to the policy of mainstreaming public services for people with disabilities. The effect of this historic change is to make disability issues a responsibility of each and every public body, and not just of specialist health service providers. This heralds a fundamental change in Irish society in how we as a nation will build and achieve a more inclusive society.

Key elements of the **National Disability Strategy** are the **Disability Act 2005**; the **Comhairle Amendment Bill 2004** (dealing with personal advocacy services); **Sectoral Plans** on disability in six government departments (which are the Departments of Communications Marine and Natural Resources; Enterprise Trade and Employment; Environment Heritage and Local Government; Health and Children; Social and Family Affairs; and Transport); and a multi-annual investment programme, primarily in specialist disability services, for the period 2006-2009.

The **Disability Act 2005**, among other matters, provides for an independent assessment of individual needs and provision of services in a related Service Statement; provides for the delivery of accessible public services, catering for people with disabilities within mainstream services; and gives statutory effect to targets for employment of people with disabilities in the public sector. The **Education of Persons with Special Needs Act** is a closely related piece of legislation, with explicit links between the assessment of needs and provision of education and health services for children with disabilities. Section 27 of the **Disability Act** gives statutory effect to the Government's policy that public services should serve people with disabilities alongside others, as part of their mainstream remit. Revised Cabinet Procedure instructions provide that proposals coming before Cabinet must be evaluated in terms of their impact on people with disabilities.

The **National Disability Strategy**, combining a legislative and policy framework, together with resources to support implementation, offers substantial opportunities to improve the lives of people with disabilities in a very real way. Taking full advantage of these opportunities requires a cooperative, coherent effort on the part of all involved in order to achieve maximum impact for people with disabilities. It also requires clarity of vision, focus and discipline to work together to achieve common objectives.

The social policy provisions of the Partnership agreement **Towards 2016**, which have identified people with disabilities as a key target group, include the following priority actions:

- ➔ Assessment of need for health and education services
- ➔ A comprehensive employment strategy for people with disabilities
- ➔ Introduction of national standards for disability services
- ➔ Integration of supports
- ➔ Development of a national housing strategy for people with disabilities
- ➔ Information and advocacy services
- ➔ Accessible public transport.

The National Disability Authority, in the context of the life-cycle approach outlined in **Towards 2016**, will continue to contribute to the co-ordination and development of objectives and priorities in this area.

The new **National Development Plan 2007-2013** will provide for continued investment in the development of Ireland's infrastructure and public services. The NDA will wish to see this investment programme promote greater accessibility in public services, and to see significant improvements in the accessibility of public transport and of the built environment.

Developments have also occurred within the international context, in particular the work to establish an International Convention on the Protection and Promotion of the Rights and Dignity of Persons with Disabilities.

However, the challenge remains that there continues to be significant inequality between people with disabilities and others

across a wide range of areas of life, as documented in the recent NDA report **How far towards Equality?** Compared to others in Irish society, people with disabilities have fewer educational qualifications, are far less likely to have a job, and twice as likely to live in poverty. They are less likely to have a car, have more restricted social lives, and are more likely to live in institutional accommodation or to continue to live with their parents as adults. They are less likely to be included in preventive health programmes or routine dental care. Some of the key issues to be addressed to improve the participation of people with disabilities in Irish society and to promote greater equality are:

- ➔ The quality and quantity of public services
- ➔ Accessible streets and buildings, access to transport, and access to information
- ➔ Employment and career development
- ➔ Adequate income supports
- ➔ Recognition of the skills and abilities of people with disabilities
- ➔ Greater inclusion of people with disabilities in mainstream society.

Within the changing national and international contexts, and recognising the outstanding challenges, the Authority has developed this strategic plan that will guide its activities over the next three years, and enable it to respond to emerging issues and needs.

The NDA will continue to support effective delivery on its strategic priorities by enhancing NDA's organisational capacity, based on good corporate governance, adaptability, responsiveness and accountability in keeping with the highest standards for the modern public sector.







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# Developing this Strategic Plan

**The Strategic Plan 2007 – 2009 was formulated on the basis of the statutory functions of the Authority deriving from the National Disability Authority Act 1999 and the Disability Act 2005; a consideration of the challenges facing people with disabilities in their daily lives; and a reflection on the various contributions made during the consultation process**

## **Consultation process**

The Authority consulted with a range of government departments and other statutory agencies including the Equality Authority, the Human Rights Commission, Office of the Minister for Children at the Department of Health and Children, Combat Poverty Agency, National Council for Special Education and Comhairle to hear their views regarding the strategy for the coming three years. A range of interest groups, including disability groups, were also invited to participate in the consultation process. Submissions were invited from interested groups and individuals through the national press, local radio and the Authority's website. Twenty nine submissions were received. Two separate consultation sessions with staff took place, in addition to offering staff the opportunity to participate in the public submission process. The consultation process provided opportunities to reflect on work undertaken during the past three years and to consider suggestions relating to the next phase of development.

# Vision

**The National Disability Authority's vision is of an inclusive Irish society in which people with disabilities enjoy equal rights and opportunities to participate in the economic, social and cultural life of the nation.**

# Mission

**As the lead state agency on disability issues, to provide independent expert advice to Government on policy and practice.**

# Values

**These values are central to the way in which the Authority carries out its functions and will be evident throughout its activities and interactions.**



## Independence

The National Disability Authority is an independent, authoritative body committed to improving the lives of people with disabilities. The work of the authority is guided by a consideration of evidence-based national and international research and the lived experience of people with disabilities. A commitment to the integrity required to maintain independence and retain public confidence will be a hallmark of the way in which the authority manages its work and its relationships with others.

## Working together

Respect for the experience, expertise and roles of key stakeholders, including people with disabilities, underpins the authority's approach to working with others in consultation, collaboration and partnership as appropriate.

## Human rights

Human rights are a central value for the authority's work. The NDA respects the dignity and autonomy of all individuals as equal citizens. The NDA is committed to demonstrating a commitment to human rights values internally and externally. In line with this commitment, the NDA will continue to inform and challenge attitudes in relation to people with disabilities.

## Equality

Allied to respect for human rights is a commitment to equality. Promoting opportunities for equal participation and seeking to secure equality of outcomes for people with disabilities, to the greatest extent possible, is a central value of the NDA.

## Striving for excellence

As an organisation dedicated to achieving better outcomes for people with disabilities, the Authority is necessarily concerned with demonstrating and promoting high standards of quality. The NDA aims for standards of excellence in the conduct and achievements of its own work and in its engagement with others. A public service ethos, characterised by commitment to the common good, accountability and integrity, is central to the way in which the Authority discharges its responsibilities.

# Strategic Priority 1

### **To support the effective implementation of the National Disability Strategy by:**

- Providing independent, authoritative advice and information
- Effectively discharging NDA's own statutory obligations.

## **A. Advice and information role**

The Authority's statutory roles include providing advice and information on matters of policy and practice, and assisting the co-ordination and development of disability policy. In this regard, the Authority's advice and information to support the National Disability Strategy will be evidence-based, practical and solution-oriented, and will be focused at:

- The Minister and Department of Justice, Equality and Law Reform
- Government departments
- A specific focus on the six departments which are required to develop and implement **Sectoral Plans** on disability
- Statutory agencies
- Bodies providing publicly-funded services to people with disabilities.

## Objective 1

The Authority will develop and provide advice to government departments and other relevant agencies on:

- ➔ Issues arising from the **Disability Act 2005**. For example, effective inclusion of people with disabilities in mainstream public services (Section 26)
- ➔ Issues relating to the implementation of each of the **Sectoral Plans**, in particular advising on specific actions that might flow from high-level commitments in those plans (such as the commitment to a comprehensive employment strategy for people with disabilities)
- ➔ Other aspects of the **National Disability Strategy** and related legislation, including the co-ordination of policies and services and on cross-cutting issues which arise under the Strategy.

## Objective 2

The Authority will offer advice on:

- ➔ The scale and optimal use of resources to ensure effective implementation of the **National Disability Strategy**
- ➔ Resource issues arising from the data emerging from the assessment of needs under Part 2 of the **Disability Act 2005**.

## Objective 3

The Authority will carry out or commission research as required to support and underpin the advice it offers in relation to different aspects of the **National Disability Strategy**, to ensure such advice is rooted in good practice and/or an evidence base.

## Objective 4

The Authority will undertake research to identify good practice in programmes and service interventions to promote implementation of the **Disability Act 2005**, including:

- ➔ Identification of good practice in early intervention services for children in the areas of health and education
- ➔ Exploration of good practice in human resource policies to promote employment of people with disabilities
- ➔ Investigation of international good practice in promoting accessibility of heritage sites
- ➔ Other issues as appropriate.

## Key performance indicators

- ➔ Advice papers prepared on issues arising under the **Disability Act 2005**
- ➔ Policy advice papers prepared on relevant issues under each Sectoral Plan
- ➔ Analyses prepared of finance and resource issues
- ➔ Support offered to government departments and other public bodies on implementation issues
- ➔ Relevance of advice to the work of government departments and public bodies
- ➔ Research papers prepared in support of advice and support role
- ➔ Availability of evidence to support advice role.

## B. Specific statutory functions of NDA under the National Disability Strategy

The NDA will carry out the functions conferred on it under the **Disability Act 2005**:

- ➔ Preparing draft Codes of Practice where requested to do so
- ➔ Monitoring compliance with the employment target for the public sector, and making recommendations for remedial action where warranted
- ➔ Establishing the Centre for Excellence in Universal Design
- ➔ Implementing NDA's responsibilities as a public body.

### Objective 1

The Authority will, where requested by the relevant Minister, prepare Codes of Practice in relation to:

- ➔ Accessibility of public buildings
- ➔ Accessibility of heritage sites
- ➔ Employment of people with disabilities in the public sector
- ➔ Other such Codes of Practice as may be requested.



## Objective 2

The Authority will establish a Centre for Excellence in Universal Design by January 2007. The main aim of the Centre will be to facilitate the achievement of excellence in universal design through collaboration with relevant bodies to support the development of standards, education and awareness raising.

## Objective 3

The Authority will monitor the implementation of the employment target in the public service and make annual reports and, where warranted, the Authority will recommend specific actions to promote the employment of people with disabilities by public bodies. The NDA is to receive its first report from public bodies on the achievement of this target by June 2007, and to issue its first report on the compliance of public bodies with their obligations under Section 47 of the **Disability Act 2005** by November 2007 and annually thereafter.

## Objective 4

The Authority will meet its own obligations as a public body in relation to:

- ➔ Access to services
- ➔ Accessible buildings
- ➔ Accessible information
- ➔ Procurement of accessible goods and services
- ➔ Employment of people with disabilities
- ➔ Complaints and inquiry mechanisms.

## Key performance indicators

- ➔ Codes of Practice prepared where requested
- ➔ Centre of Excellence established
- ➔ Centre of Excellence delivering on its mandate
- ➔ Reports on Part 5 delivered
- ➔ Under Part 5, recommendations for action made where warranted
- ➔ NDA in full compliance with its own obligations under the Disability Act 2005.



# Strategic Priority 2

## **To monitor and review the National Disability Strategy**

The **National Disability Strategy** will be monitored at departmental level and at national level by the Cabinet Committee on Social Inclusion, supported by the Senior Officials' Group on Disability. The NDA will participate in Departmental monitoring arrangements (for example through membership of the Department of Social and Family Affairs Disability Consultative Forum and of the Public Transport Accessibility Committee). At national level, the NDA will be a key participant in the proposed consultative monitoring process.

Going beyond this level of monitoring which will assess progress in meeting performance targets, there is a need to independently monitor the overall impact of the **National Disability Strategy** on the lives of people with disabilities. The NDA under this Strategic Priority will evaluate the progress being made under the Strategy and its impact on the lives of people with disabilities.

The NDA will contribute to the review of different elements of the Strategy, such as the required review of the Sectoral Plans, and the review of the **Disability Act 2005** to be undertaken in 2010.

### **Objective 1**

Building on work the NDA has already done on indicators of inclusion, the Authority will monitor the effectiveness and overall impact of the **National Disability Strategy**, and provide advice in this regard.

## **Objective 2**

The Authority will monitor the progress and impact of the Sectoral Plans of the Departments of Communications, Marine and Natural Resources; Enterprise, Trade and Employment; Environment, Heritage and Local Government; Health and Children; Social, Community and Family Affairs; and Transport.

## **Objective 3**

The Authority will monitor the provision of integrated public services to people with disabilities and others, and the quality of public service to people with disabilities.

## **Objective 4**

The Authority will monitor compliance with codes of practice in programmes and services provided to people with disabilities and identify key areas for action.

## **Objective 5**

The Authority will, where appropriate, monitor the implementation of standards in programmes and services provided to people with disabilities.

## **Objective 6**

The Authority will review other aspects of the implementation of the **National Disability Strategy** as appropriate, such as needs assessment, service statements and personal advocacy services.

## **Objective 7**

The Authority will monitor the financial resources available to the Strategy, and how these resources are deployed to benefit people with disabilities and to disability services.

## **Objective 8**

The Authority will review and advise on appropriate performance indicators in relation to different elements of the **National Disability Strategy**, and work in partnership with relevant bodies (e.g. CSO, government departments, Health Research Board) to ensure that quality data to support performance measurement and evaluation is available.

## **Objective 9**

The Authority will issue reports to the Minister for Justice, Equality and Law Reform, as provided for under Section 15 (3) of the **National Disability Authority Act 1999**, as appropriate.



## Key performance indicators

- ➔ Report prepared on the impact of the **National Disability Strategy** on measures of social inclusion of people with disabilities
- ➔ Report prepared, for each of the Sectoral Plan departments, on the progress made and the impact of the actions under the Sectoral Plans
- ➔ Research conducted to identify any problem areas emerging in relation to compliance with codes of practice, and follow up with bodies concerned
- ➔ Development of a survey to monitor relevant codes of practice to be implemented in 2008
- ➔ Reports produced, as appropriate, into the operation of needs assessment, personal advocacy services and/or service statements
- ➔ Report prepared analysing distribution of resources under the Strategy
- ➔ Liaison on disability indicators and disability data sets with relevant bodies and advisory groups, for instance the CSO and the Disability Database division of the Health Research Board
- ➔ Document on good practice in implementing key elements of the Disability Strategy
- ➔ Reports issued to Minister on issues arising from monitoring.

# Strategic Priority 3

## **To identify and advise on emerging and ongoing issues in policy and practice relating to people with disabilities**

There are a number of issues in relation to participation of people with disabilities in economic, social, cultural and civic life which are outside the scope of the **National Disability Strategy**. Going beyond the **National Disability Strategy**, there are also issues emerging at national and international levels. Among these, for example, are issues which may emerge from analysis of **Census 2006** and the **National Disability Survey**. There may also be issues arising from the proposed **UN Convention on Disability**; from relevant EU Directives; from the Law Reform Commission's work on capacity; and relevant legislative and policy developments. The Authority has a contribution to make in relation to identifying and advising on these and other ongoing and emerging issues.

### **Objective 1**

The Authority will offer advice based on a continued examination of the challenges facing people with disabilities in relation to:

- Participation in social, cultural and civic life
- Age-related issues.

### **Objective 2**

The Authority will identify and advise on emerging issues within the context of domestic and international legislative, policy and practice developments. The NDA will also, as appropriate:

- ➔ Review proposals for new legislation in relation to the impact on people with disabilities to inform policy
- ➔ Monitor the impact of existing legislation in relation to people with disabilities
- ➔ Monitor developments in relation to emerging international legislation e.g. EU Directives.

### **Objective 3**

The Authority will identify issues for people with disabilities from the data in **Census 2006** and the **National Disability Survey 2006**, and will advise on issues of policy and practice which emerge from this analysis.

### **Objective 4**

The NDA, in partnership with other relevant stakeholders, will ensure the provision of baseline qualitative and quantitative data to inform and underpin planning and development of policy, services and programmes, and the monitoring of inclusion of people with disabilities in Irish society.

### **Objective 5**

The Authority will periodically undertake research to benchmark public attitudes in relation to disability.

### **Objective 6**

The NDA will undertake research to respond to emerging issues to include the following:

- ➔ Research on quality of life issues for people with disabilities in the community and in residential settings
- ➔ Research to identify barriers and facilitators to participation in social and cultural life for people with disabilities
- ➔ Research on key elements of the UN Convention as appropriate.

### **Key Performance Indicators**

- ➔ Collaboration with key stakeholders on disability and age-related issues and production of policy advice
- ➔ Input into **National Longitudinal Study on Children**
- ➔ Publication of policy advice on the UN Convention and other legislative developments

- ➔ Ongoing collaboration with the Central Statistics Office on the development of disability statistics
- ➔ Production of research on attitudes towards people with disabilities
- ➔ Participation in the Measuring Activity and Participation subgroup of the National Physical and Sensory Disability Database Committee
- ➔ Publication of a series of reports, including statistical analysis and, where relevant, policy advice flowing from the findings of the **National Disability Survey** and **Census 2006**.

# Strategic Priority 4

## **To develop guidelines, standards and Codes of Practice to promote quality and accessibility of services and facilities for people with disabilities**

Promoting quality and standards, and preparing codes of practice, are key statutory functions of the Authority, as outlined in the National Disability Authority Act. The Authority may follow up the preparation of guidelines, where appropriate, by developing draft codes of practice. Therefore references in the objectives below to the preparation of guidelines may lead to the preparation of draft codes of practice where such are considered appropriate. Future initiatives will respond to needs identified by public bodies and other stakeholders and will be based on available evidence.

### **Objective 1**

The Authority will develop guidelines:

- ➔ To promote accessibility of public facilities e.g. streetscapes, public amenities, social and recreational facilities
- ➔ On the portrayal of people with disabilities in the media.

### **Objective 2**

The Authority will work with key stakeholders to develop guidelines on disability-proofing of policies and services.



### **Objective 3**

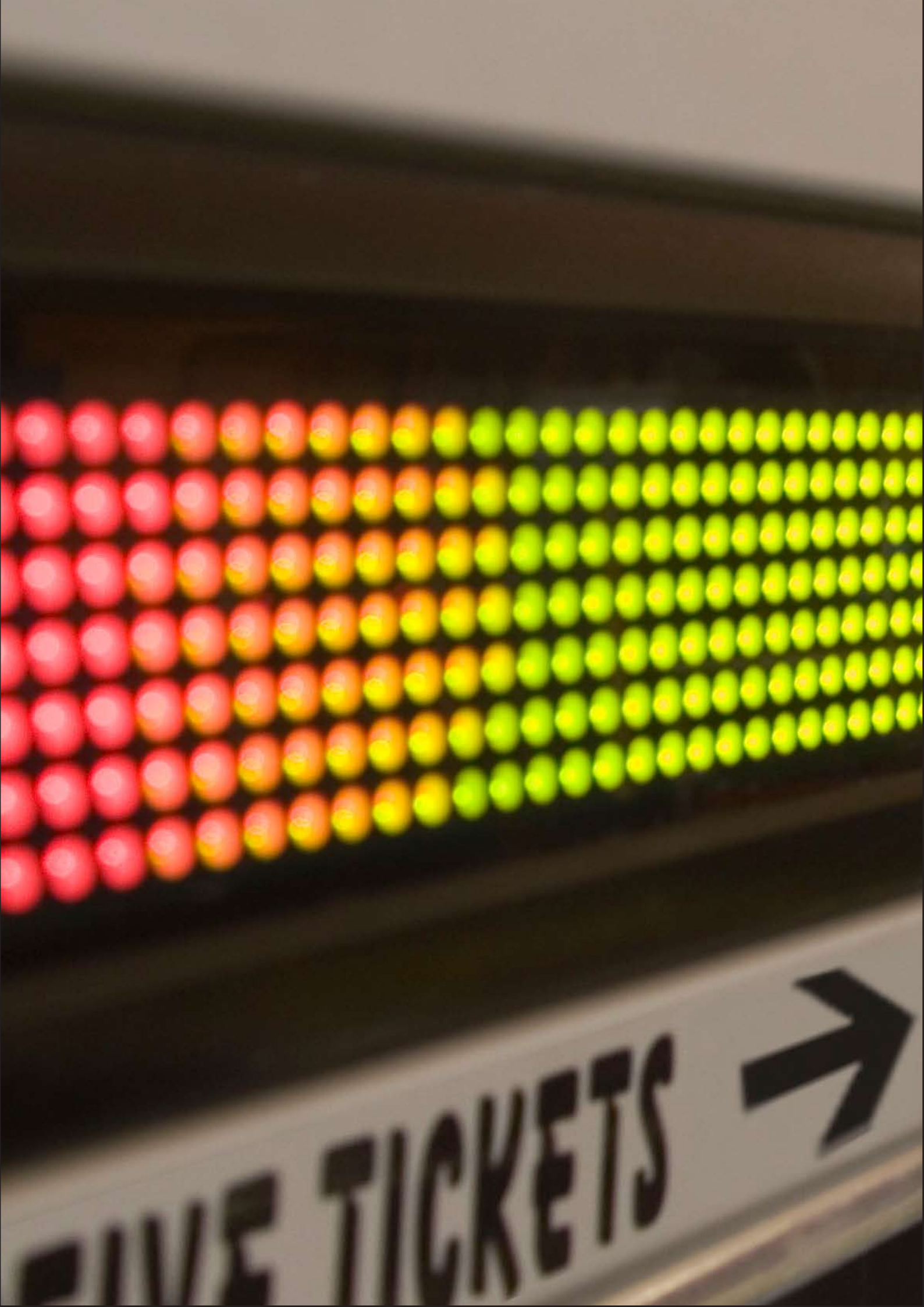
The Authority will offer guidance to relevant accreditation bodies on the provision of training modules on disability as standard in relevant vocational courses.

### **Objective 4**

The Authority will ensure the recognition of the achievement of good standards and quality in the provision of programmes and services for people with disabilities through, for example, an award system.

### **Performance Indicators**

- ➔ Production of guidance to promote accessibility of the built environment in public areas
- ➔ Guidance published on the portrayal of people with disabilities in the media
- ➔ Collaboration established with relevant accreditation bodies
- ➔ Collaboration with key stakeholders to promote quality in services
- ➔ A system in place recognising achievement of quality in services for people with disabilities.



FIVE TICKETS →

# Strategic Priority 5

## **To build capacity to achieve its strategic priorities and enhance communications**

The NDA has prioritised key areas of activity for the next three years, where the Authority estimates it can deliver within agreed resources, and with the support of the Department of Justice, Equality and Law Reform and other stakeholders. Organisational capacity and expertise need to be developed in order to ensure optimum effectiveness in achieving the priorities of this strategic plan.

The NDA is committed to the implementation of a modernisation framework as a public sector body in order to deliver on the priorities of this strategic plan in the most effective and efficient way. We recognise that this may require a change in existing structures and working methods as provided in the **Towards 2016** agreement. Flexibility and the ability to respond to changes will be key to ensuring the effective and efficient response to the demands placed on the organisation over the next three years. Across the organisation, the NDA will seek co-ordination of effort and integration of delivery on objectives and priorities.

Internal and external communication need to be clear and effective to support the priorities of this strategic plan. It is important that the Authority communicates clearly what its functions are and the strategic priorities it has set itself for the next three years, so that the various stakeholders can be clear about their expectations of the Authority.

### **Objective 1**

The Authority will enhance staff capacity to achieve its strategic priorities and to respond flexibly to change, through mentoring, upskilling and training. A strengthened Performance Management Development System (PMDS) will be implemented and the Customer Charter will be reviewed and promoted.

### **Objective 2**

The Authority will deploy its staff resources to best effect to meet its strategic priorities, and will ensure the co-ordination of efforts across the organisation.

### **Objective 3**

NDA will implement employment equality policies, strive for best practice as an employer of choice and fully implement its responsibilities as a public body under the **Disability Act 2005**.

### **Objective 4**

The Authority will enhance its financial planning, management and information systems and will deploy its financial resources in the most effective way.

### **Objective 5**

The Authority will enhance IT systems and supports, as well as other supports, to ensure staff can carry out their roles as effectively as possible.

### **Objective 6**

The Authority will develop its internal and external communications systems and practices. It will communicate key messages around its functions and strategic priorities; its work; and its advice, research and recommended standards to key target audiences.

### **Objective 7**

The Authority will enhance the development of existing NDA information systems including the library and website.

### **Objective 8**

In pursuit of its value of striving for excellence, the Authority will put in place a recognised system-wide quality assurance and improvement scheme, with the aim of achieving a recognised excellence benchmark by June 2008.

### **Objective 9**

The Authority will review this Strategic Plan and the progress on achieving its priorities.

## Key Performance Indicators

- ➔ PMDS system enhanced and implemented to support performance and development throughout the organisation and training programme implemented, responding to the identified needs of staff
- ➔ Effective human resource structure, processes and procedures to support the effective operation of the organisation
- ➔ Finance structures, procedures and systems enhanced; meeting governance requirements and ensuring effective management, monitoring and review of expenditure
- ➔ IT systems and supports enhanced to support organisational needs
- ➔ Effective communication strategies in place – internal and external
- ➔ Enhanced library, website and information systems
- ➔ Achievement of recognised quality assurance and improvement accreditation by June 2008.

# Measuring Achievement



**Insofar as the priorities outlined in the Strategic Plan are to be implemented through a three-year Operational Plan and annual work plans, it is necessary that these will be drawn up in a way that facilitates ongoing measurement, in order to ensure that the positive impact of the NDA's work to 2009 is maximised.**

Measures of the achievement of this plan's strategic priorities will include:

- Preparation of annual workplans with defined targets
- Evaluation of such workplans and achievement of their targets
- Provision of timely, practical, quality advice which serves to support the implementation of the **National Disability Strategy**
- Objective and independent assessment of the impact of the **National Disability Strategy**
- Fulfilment of statutory requirements under the **Disability Act 2005**
  - Specific responsibilities assigned under that Act
  - General responsibilities as a public body
- Monitoring of Codes of Practice
- Provision of special reports to the Minister for Justice, Equality and Law Reform
- Achievement of excellence in accreditation.



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**VISITING ARRANGEMENTS**  
**VISITING**  
1.00 PM TO 4.00 PM  
8.00 AM TO 5.00 PM  
VISITORS MUST LEAVE BY 5.00 PM  
RECEPTION DESK/CLERK ISSUES INFORMATION

**Beaumont**  
Hospital Watch Scheme  
  
In Discussion with  
**An Garda Síochána**

**BEAUMONT HOSPITAL**  
**CARDIAC ARREST NOTICE**  
**IN THE EVENT OF A CARDIAC ARREST**  
PLEASE DIAL 999  
STATE YOUR EXACT LOCATION  
By Cardiac Arrest in (R. Room No.)  
YOUR NEAREST EMERGENCY TROLLEY  
AND OXYGEN LOCATED AT CORRIDOR 1000



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# Appendix

## Functions

**The principal function of the NDA is to advise the Minister for Justice, Equality and Law Reform regarding issues of policy and practice relating to disability.**

Particular Functions of the Authority under section 8 of the National Disability Authority Act, 1999

1. To act as a central, national body which will assist the Minister in the coordination and development of policy in relation to persons with disabilities;
2. To undertake, commission or collaborate in research projects and activities on issues relating to disability and to assist in the development of statistical information appropriate for the planning, delivery and monitoring of programmes and services for persons with disabilities;
3. To advise the Minister on appropriate standards for programmes and services provided or to be provided to persons with disabilities and to act as an advisory body with regard to the development of general and specific standards in relation to such programmes and services;
4. To monitor the implementation of standards and codes of practice in programmes and services provided to persons with disabilities and to report to the Minister thereon;



5. To liaise with other bodies, both corporate and unincorporated, involved in the provision of services to persons with disabilities and to facilitate and support the development and implementation of appropriate standards for programmes and services for persons with disabilities;
6. To prepare codes of practice for the purpose of achieving the aim of good standards and quality in the provision of programmes and services provided or to be provided to persons with disabilities;
7. To recognise the achievement of good standards and quality in the provision of programmes and services to persons with disabilities including through the provision of a disability equality awards system;
8. To prepare strategic plans.

Additional Functions of the Authority under the Disability Act 2005 include

9. To prepare codes of practice relating to the accessibility of public buildings, services, information and heritage sites and to the employment of people with disabilities in the public sector at the request of the Minister. (Part 3 of the Disability Act, 2005)
10. To monitor compliance with statutory targets for recruitment and employment of people with disabilities in the public sector, recommend actions to be taken where these targets are not being met, and prepare codes of practice where requested. (Part 5 of the Disability Act 2005)
11. To establish a Centre for Excellence in Universal Design in the built environment and information technology which will promote the principles of universal design that may be accessed, understood and used to the greatest practicable extent by people with disabilities
  - ➔ in the most independent and natural manner;
  - ➔ in the widest possible range of situations;
  - ➔ Without the need for adaptation, modification, assistive devices or specialised solution.(Part 6 of the Disability Act 2005)



## Statutory Powers

**In order to fulfil its statutory functions the Authority has certain statutory powers.**  
**The Authority**

- ➔ has right of access to information (including data) of relevance to its functions which is held by public bodies (section 13, National Disability Authority Act 1999)
- ➔ may seek information on any matter which concerns the provision of programmes or services for persons with disabilities that is provided by statutory duty and that is publicly funded in whole or in part. (section 14, National Disability Authority Act 1999)
- ➔ make recommendations for the review, reduction or withdrawal of moneys provided by the Oireachtas for any programme or service where it feels it is being provided in an inadequate or unsatisfactory manner or is not being provided to people with disabilities (section 15(4), National Disability Authority Act 1999)
- ➔ make annual reports and other reports to the Minister with respect to its functions (section 15, National Disability Authority Act 1999).









# NDA Staffing and Resources

