



# Strategic Plan

April 2010 – March 2013

**Disability  
alliance**

Breaking the link between poverty and disability

# Planning for the future



It gives me great pleasure to introduce Disability Alliance's 2010-2013 strategic plan. As we developed this plan, like many voluntary organisations, we have taken a good hard look at our strategy, our structure and our operations, against the back drop of the ongoing impact of the recession and in the context of a new world that increasingly seeks to support disabled people to achieve their full potential.

For our members, our staff, our Trustees and the thousands of disabled people we support each year, the increasing expectation for *and* of disabled people poses a question. Whilst there have been great gains, significant improvements in equal rights and a range of other initiatives developed that have made a tangible difference to thousands of disabled people, the question remains: how do we ensure that disabled people are appropriately involved and supported to fulfil their potential in a discriminatory world that struggles to understand the diverse nature of disability and the extra costs that disabled people face?

2010 – the European year for combating poverty and social inclusion – is a great year to publish our new a strategic plan. We also have a new coalition government, offering new opportunities to influence public social policy.

A new government not only offers opportunity, it also offers real challenges that we acknowledge and will address in our work going forwards. These are uncertain, worrying times for disabled people and their families. The new government will implement huge cuts in public service expenditure on a level not seen since the 1970s. Whilst we have already been given some assurances that the most vulnerable people in society will be protected, it is imperative that we continue our work to ensure the new Government fully understands the distinct nature of disability related poverty and expenditure.

We will urge the new administration to make a commitment to ensure that the cuts ahead planned do not result in further and disproportionate disadvantage for disabled people and their families.

A handwritten signature in black ink that reads "Vanessa Stanislas". The signature is written in a cursive, slightly stylized font.

Vanessa Stanislas  
Chief Executive  
Disability Alliance

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# Strategic priorities: 2010-2013

## Summary

### **1: Social Policy**

Influencing social policy and legislation to achieve the following three aims by March 2013:

- ▶ The introduction of the official measurement of disability poverty
- ▶ The introduction of a government strategy or initiatives to eliminate disability poverty by 2025
- ▶ A reduction in the number of disabled people living in poverty

### **2: Working collaboratively**

Working with and supporting our members to engage, grow, and progress our Alliance

### **3: Supporting disabled people**

Advising and empowering disabled people so they can improve their financial circumstances, independence, choice and control

### **4: Delivering our strategic plan**

Valuing, developing and supporting our staff, Trustees and volunteers to deliver our strategic objectives

### **5: Building our sustainability**

Building a sustainable organisation with adequate resources for the long-term

# The external environment

The environment in which Disability Alliance works is heavily dependent on Government legislation and social policy. There are over 10 million disabled people in this country, including 5 million people over state pension age and 800,000 children<sup>1</sup>. It is vitally important that policy makers and those who deliver services to disabled people and their families have a good understanding of the real needs of disabled people. This includes the extra costs of living and financial pressures disabled people face in as well as the barriers and other difficulties encountered in gaining access to employment and the social security/tax credits systems.

## Government policy

The Government has a range of legislative and policy aims that seek to decrease the social exclusion, poverty and inequality disabled people experience in the UK. Over the last 10 years, the Government has taken the view that for disabled people who are able to, work is the best route out of poverty. *'Work for those who can, security for those who cannot'* has been government mantra for a number of years<sup>2</sup> and this has been taken forward through a range of initiatives to assist disabled people into employment. Government set a target of reducing the number of people claiming incapacity benefit by one million by 2015<sup>3</sup>.

In October 2008, a new benefit was introduced to replace incapacity benefit for all new claimants. This new benefit, employment and support allowance, just like its predecessor, has an entitlement and support assessment as a key feature. The assessment is a medical assessment, designed to focus on what a disabled person is capable of doing. The work capability assessment aims to assess people's capabilities and then stream them through the benefits system with a degree of support offered around seeking and retaining work.

On the face of it – the intention to look more positively at what disabled people can rather than can't do with the associated support and assistance along the journey towards re-entering the labour market is positive and one that we support. The statistics show that more disabled people are working then ever before, however, there is no evidence to show that this is as a result of welfare reform initiatives.

In addition, there are many concerns about employment and support allowance; mostly in relation to the assessment. Despite lobbying by Disability Alliance and many other impairment-specific organisations, the medical assessments are still falling very short in terms of understanding the complex nature or impact of some impairments/conditions on people's ability to get and keep work, no matter how keen they are to move towards and ultimately into the labour market. This is especially the case for those who manage fluctuating conditions.

# The external environment

So, if *work for those who can and support for those who can't* is ever to become a reality, there will need to be adequate and appropriate employment opportunities, a transport infrastructure that enables disabled people to get to and from work and further recognition of and action to end the discrimination that disabled people face in trying to secure or maintain work employment.

For disabled people for whom work is not an option, whether in the short or medium term, or indeed for the whole of their lives, it is essential that welfare support provides an adequate income that reflects the extra costs associated with disability and does not write disabled people off as having nothing to offer our society.

Over the last 20 years there has been much progress to improve disabled people's civil rights, through legislation including the Disability Discrimination Act and associated Disability Equality Duty and the Special Education Needs and Disability Act.

Following a decade of economic growth to 2008 and Government action to tackle general levels of poverty, the UK is experiencing the impact of recession, bringing with it the risk of a reduction in action taken to specifically tackle disability poverty, at exactly the time it is most needed.

## **Disabled people and employment**

Work can be an effective route out of poverty. In the period 1998 to 2007, the number of disabled people of working age in employment has risen from 43% to 50% and the gap between the employment rate of disabled people and the overall employment rate is beginning to close.

We are pleased to see a continuing upward trend in the employment rates of disabled people. However, it is important to note that the growth in the number of disabled people currently in work looks less positive when viewed by impairment type. To illustrate this variance, compared to the 6 in 10 people in work who manage diabetes, skin conditions or chest/breathing problems, fewer than 1 in 10 people with a severe learning disability and just over 2 in 10 people with a mental health condition are in work. For those that face multiple labour market disadvantage, the employment rates are even lower.

Disabled people are also more likely to be in lower-paid or part time work and experience higher levels of in-work poverty<sup>4</sup>. These issues are not currently addressed by payment levels of tax credits or DLA.

# The external environment

## **Disabled people and poverty**

Social inclusion, the freedom to live independently and enjoy the same life chances and opportunities as non-disabled people will never become a reality for disabled people or their families if they remain trapped in poverty.

Despite the good progress that has been made, not nearly enough action has been taken to address disability poverty. It is unacceptable that 30% of disabled people are still living in poverty. Moreover, disabled people are twice as likely to live in poverty as other citizens<sup>5</sup>.

Day-to-day living is more expensive for disabled people with extra expenditure needed for items such as heating, dietary requirements, personal care, laundry, travel costs, prescriptions and equipment, hospital visits etc. For those disabled people who are not able to work, the level at which benefits are paid, has a direct effect on the standard of living, health and quality of life.

There are over 5 million disabled people over state retirement age, many of whom live in poverty. 20 years from now, a third of adults will be over 60. The risk in the future is that as the older population grows, a growing proportion of the population may have to fall back on means-tested support from the state. The Pensions Commission has rightly pointed out that many middle-income people are making inadequate pension investments, and these groups risk faring worse in retirement.

## **Disabled people and benefits**

Despite the positive impact that work can offer an increasing number of disabled people, many are not able work. Disabled people without independent wealth and who are not able to work for a multitude of reasons, depend on benefits for the whole of their lives. The inadequate levels of benefit paid and the complexity of the benefits system contribute to the poverty experienced.

### **Inadequate levels of benefit**

The benefit paid to people unable to work as a result of illness, injury or disability is called Employment and Support Allowance. This was introduced in October 2008 for new claimants. From April 2010, the weekly rate of this benefit for a single person with no dependants is £65.45 per week, equivalent to £3,403 per year. Its precursor, Incapacity Benefit which is still paid to the vast majority of long-term ill, injured or disabled people is worth £91.40 at the highest rate, equivalent to £4,752 per year.

### **Complexity of the benefits system and low take-up rates**

There are up to 30 different benefits a disabled person could apply for, each with its own qualifying criteria. Not surprisingly, take-up of some disability benefits is low with an estimated 40% to 60% of those eligible for disability living allowance actually claiming it<sup>6</sup>. Attendance allowance, the main disability benefit for people over 65, does not include a mobility component, unlike disability living allowance, paid to people under 65, thereby creating inequality for the largest group of disabled people in this country.

# Achieving our vision

## Our vision

We want to see a society in which disabled people and those with long term illness or injury, are able to live free of poverty in order to enjoy the same independence, access to life chances, human rights and opportunities as other citizens.

## Our mission

Our mission is to promote, lobby and campaign for and support public policy and legislation that:

- reduces the number of disabled people living in poverty
- reduces the level of poverty experienced by disabled people
- better tackles disability poverty, increases independence and improves the life chances and opportunities available to disabled people

The Alliance was founded in 1974 to alleviate the poverty experienced by disabled people. Every year, we help thousands of people yet more than 36 years since we were founded, one third of disabled people are still living in poverty and the enduring link between poverty and disability remains a firm feature of our society.

## Our values

As an organisation, we are corporately and individually responsible for promoting our core values:

**Inclusivity:** We aim to work in a way that involves disabled people; either directly or through the involvement of our members

**Excellence:** We are committed to providing high quality, professional responsive services and monitor our work to ensure we meet the highest standards

**Expertise:** We aim to keep our niche expertise in the field of benefits, tax credits and related support central to our work

**Collaboration:** We are committed to working collaboratively with other organisations to add value to the products and services we offer

**Independence:** We assert our right to advise, represent and campaign as an independent organisation

# Achieving our vision

## **Our strengths and capabilities**

Our aim is break the link between disability and poverty. We do this through raising awareness of the issues to be addressed, the people affected and the scale of the problem, recommending amendments and improvements and through direct and indirect lobbying, both alone and collaboratively.

## **Providing second tier expert information and advice**

There are many disability charities and advice agencies across the UK that support disabled people. There are also many hundreds of Local Authority staff in daily contact with disabled people and their families. Despite the excellent work of these organisations, many do not employ expert welfare rights advisors who specialise in disability benefits, tax credits and other forms of support available to a pan-disability audience.

As a second tier organisation we *actively* choose to focus our energy, expertise and resources on the provision of information and advice to those hard-working individuals who support disabled people and their families, wherever they work or volunteer.

This second tier model offers the reach of our expert, specialist knowledge and services, ensuring thousands of disabled people receive accurate information and advice about their entitlement to financial support and services, via the agencies and organisations we support and advise. These agencies and organisations rely on our expertise to ensure the quality of advice they provide to their clients; they tell us that the *Disability Rights Handbook* is their bible.

*"[DA] has been invaluable to us as a large FE College in Central London. We are a team of six welfare and disability advisors who need to kept informed and skilled in this constantly changing area. You have supplied training to us on five occasions. As a result we have successfully defended one student at a tribunal, been successful at appeal stage on several cases as well as assisted many of our students successfully claim in the first instance. We consider the training materials you prepared invaluable and refer to them on almost every case. Thank you for providing this service."*

**Welfare Team Co-ordinator, London FE college**

*"Thank you for your training courses and the phone advice. As a result of your help, my knowledge of the benefits system and the appeals system has definitely increased ... and I am now able to deal with cases that I previously would not have had the confidence to take on and would have had to refer on to other agencies that sometimes struggle to support these clients because they do not have the capacity to take on the referral cases.. I have now been able to represent numerous clients at appeals and have felt confident preparing the submission and representing, and have been successful on all but one occasion. It has always been very good to know that we would be able to phone you to receive advice and/or double check areas we may not have been sure of ..."*

**Adviser, Irish advice centre**

# Achieving our vision

## **Working collaboratively**

Another of our great strengths is our ability and commitment to work in collaboration with a wide range of organisations to ensure we remain representative of a pan-disability audience. As our name suggests – we have a long track record of forming alliances with others, including our 300 member organisations, all of which are organisations that deliver services, support, advice and advocacy, to disabled people and their families.

We hold significant roles on three major consortiums – the Disability Benefits Consortium, The Coalition on Charging and the Get Fair Coalition, to secure improvements in welfare provision for disabled people.

## **Identifying the problems with existing/proposed provision**

Because our expertise is focused on disability benefits and tax credits for disabled people, we are highly skilled at assessing and evaluating the impact on disabled people of proposed policy or legislation.

Once we have identified potential problems arising from policy proposals, insofar as they deepen the poverty experienced by disabled people and their families, we bring the issues of concern to the attention of policy makers.

Our relationship with policy makers is one of a critical friend; a relationship that we value as we do not believe that we can influence change without contributing to the discussion.

This does not mean that we are always in agreement with proposals made, and as such, we may take a firm stand against particular aspects of welfare reform and seek to ensure that the negative impacts of proposals have been clearly highlighted.

## **Providing information and advice directly to disabled people**

Our information services play a crucial role in enabling individual disabled people to understand the full range of benefits/tax credits, services and support available to improve their standard of living and opportunities for independence and employment.

# Our strategic priorities 2010-2013

## 1: Social policy

Influencing public policy and legislation to achieve the following three aims by 2013:

- ▶ The introduction of the official measurement of disability poverty
- ▶ The introduction of a government strategy or initiatives to eliminate disability poverty by 2025
- ▶ A reduction in the number of disabled people living in poverty

### **Measuring and assessing disability poverty**

UK Governments do not officially measure disability poverty. It is essential that the 2010 incoming government acknowledge that until disability poverty is measured as a unique form of poverty it will not be possible to assess whether any poverty reducing initiatives are having any measureable impact. Once it is officially accepted that disability poverty should be recognised and measured, as has been the case with child poverty, agreement will be required about how to assess disability poverty.

We support the use of the EU model for measuring poverty because it better reflects disabled people's higher costs of living and the impact this has on broader opportunities for social inclusion:

*'Persons, families and groups of persons whose resource (material, cultural and social) are so limited as to exclude them from the minimum way of life in the member state to which they belong'*

### **Our areas of influence**

In addition to seeking the official measurement of disability poverty and initiatives that eradicate disability poverty, we will continue to work collaboratively with our members and various coalitions and consortia to influence three areas of social policy:

**1: Access to benefits/an adequate income** – consensus has not been reached about the exact level of extra costs arising as a result of disability. It is essential that a national minimum income standard should be agreed; one that ensures all disabled people, whether working or not, have an adequate income which enables them to live equitable, independent lives. Ongoing welfare reform and existing benefits should better ensure that disabled people can claim their appropriate, adequate entitlements and should aim to reduce the number of disabled people living in poverty.

# Our strategic priorities 2010-2013

**2: Access to employment** – all disabled people should have the choice of entering sustainable, high-quality, appropriate employment that reduces or eradicates the poverty they experience and improves their social and personal gains. Better access to infrastructure, improved recruitment and employment practices, including rehabilitation and retention in the workplace, as well as flexible working and workplace support (including in-work benefits and tax credits) can assist these vital goals.

**3: Access to social care services** – care services must aim to provide disabled people with choice, control and support to allow them to live independent lives. National minimum standards of entitlement should be established, which are transportable and guaranteed. We believe this new proposed service should not be part-funded by disability benefits and should contribute to tackling poverty and not increase the number of people living in poverty as a result of removing disability benefits. We believe that the new national, standardised assessments for care should include new financial assessments to ascertain whether disabled people can genuinely afford to contribute towards care.

## Targets and activities

- ▶ **Disability manifesto:** Progress, monitor the report on the dissemination our *Tackling Disability Poverty* manifesto
- ▶ **Information provision:** Produce at least seven policy briefings each year on DA policy priority issues; for members, MPs and Trustees and a range of other audiences
- ▶ **Organise social policy events:** Hold at least one social policy event each year with disability poverty woven into the event theme and secure Government Ministers and/or other high ranking civil servants/others as key note speakers
- ▶ **Monitor the impact of government policy and operational delivery of Employment and Support Allowance** by collating evidence from the Benefits of Working partnership, member organisations and other groups we work closely with, around the work capability assessment and migration from IB to ESA. Produce a report in 2011 highlighting the findings and conclusions
- ▶ **Play/maintain a lead role on a range of coalitions and collaborative groups** including the Disability Benefits Consortium, the Coalition on Charging and the Get Fair Coalition
- ▶ **Monitor Social Care reform** to include leading a review of 'free personal care' and its impact on disabled people and any adjustments to benefits as a result of broader reform
- ▶ **Participate in debates on the future of support available to disabled people** via social security benefits, tax credits and other related forms of welfare support and social care
- ▶ **Respond to government consultation papers relevant to DA policy priorities** ensuring we consult with DA members to ensure a pan-disability response
- ▶ **Increase collaboration and consultative approaches** to opportunities for member organisations and individual disabled people to participate in policy, lobbying and campaign work

# Our strategic priorities 2010-2013

## 2: Working collaboratively

Working with and supporting our members to engage, grow, and improve our Alliance

### Targets and activities

- ▶ **Grow DA's membership** base by 15% by 31 March 2013
- ▶ **Consider the feasibility/merits of group membership structure** in December 2010 offering organisations with a federal structure to better support their own members and extend Disability Alliance's reach and impact
- ▶ **Develop and launch a new membership communication strategy** in 2011 which addresses the recommendations of the membership review undertaken in 2009-10
- ▶ **Set up a members' only area of the DA website** by 31 December 2010 for piloting ahead of launch date to include all membership resources, and improved technology to aid membership input to DA policy priorities
- ▶ **Subject to successful testing and feedback**, launch new members' only area of site in early April 2011
- ▶ **Undertake an annual evaluation survey with members** each October, to ensure our membership services are meeting the needs of our members and to inform our membership activities for year ahead
- ▶ **Organise bimonthly members' mailings** to include the members' newsletter, information about DA events, survey questionnaires on DA and members' policy priority topics
- ▶ **Build on existing membership communications** so that by 2013, members receive communications from DA on a monthly basis
- ▶ **Maintain membership specialist telephone/email service** and undertake service evaluation report in December each year
- ▶ **Obtain funding to ensure the continuation and expansion** of membership specialist telephone/email service to five days a week by March 2013

# Our strategic priorities 2010-2013

## 3: Supporting disabled people

Advising and empowering disabled people so they can improve their financial circumstances, independence, choice and control

### Targets and activities

- ▶ **Undertake a full review of the website by 30 April 2010** to review web usage, popularity of pages and all aspects of the site to provide the foundation of a website improvement strategy to be completed by 31 December 2010
- ▶ **Implement the Benefits of Working partnership** from 1 April 2010 to ensure disabled candidates accessing Remploy's employment services have access to independent expert advice around the impact of work on their financial circumstances
- ▶ **Carry out cost/benefit analysis of a subscription service** to DA information reporting results to the October Board meeting with recommendations for implementation from 1 April 2011
- ▶ **Undertake cost/benefit analysis of increasing the accessibility** of DA products through use of new formats and technology
- ▶ **Maintain the Community Legal Services Quality Mark** following audit in May 2010
- ▶ **Obtain funding to provide a telephone and email helpline** for members of the public by 1 April 2011
- ▶ **Seek investment to develop an online *Disability Rights Handbook*** and launch new version
- ▶ **Secure funds to expand the Benefits of Working Service** to a wider audience

## 4: Delivering our strategic plan

Valuing, developing and supporting our staff, Trustees and volunteers to deliver our strategic objectives

### Targets and activities

- ▶ **Support and develop staff** through effective monthly supervision, annual appraisal, training and other support
- ▶ **Review and update the three year strategic plan** on an annual, rolling basis; reporting on progress of strategic priorities
- ▶ **Maintain and develop the skills and opportunities** available to staff to support them to work together in a productive, professional and progressive manner, as resources allow
- ▶ **Develop an annual staff satisfaction survey** as part of DA's appraisal system by 31 March 2011
- ▶ **Maintain health and safety standards** by undertaking a risk assessment in September
- ▶ **Ensure effective maintenance and renewal of our IT resources**
- ▶ **Increase staff and Trustee awareness of diversity issues**, from a basic understanding of the principles of Equal Opportunities issues to a clearer understanding and the promotion of good internal and external practices of valuing diversity and the social model of disability
- ▶ **Ensure all HR related policies, contracts/other** are compliant with relevant legislation and ensure good communications with staff about amendments required
- ▶ **Maintain health and safety standards** by undertaking a risk assessment each year
- ▶ **Organise a strategic planning event for all staff** in January to discuss operations, and progress against the DA strategic 3-year plan and the annual work plan
- ▶ **Organise a strategic planning event for Senior staff and Trustees** in February to support a governance review of the progression of our workplan and strategic plan
- ▶ **Ensure all HR related policies, contracts/other** are compliant with relevant legislation and ensure good consultation and communications Where changes become necessary

# Our strategic priorities 2010-2013

## 5: Building a sustainable organisation

With adequate resources for the long term

### Targets and activities

- ▶ **Achieve an increase in financial reserves** (surplus) of £10k year-on-year until the agreed minimum reserve level is achieved (15% of budgeted expenditure)
- ▶ **Achieve a year on year uplift in membership income**, to £86k over the course of the strategic plan
- ▶ **Review and develop the new business model for DA** to include specific modelling for the *Disability Rights Handbook*
- ▶ **Secure ongoing funding** of the Benefits of Working partnership
- ▶ **Examine potential for extending a similar service** to other DWP JCP contractors, including Shaw Trust for the 2011-2012 financial year
- ▶ **Secure one significant funding stream each year** in line with our strategic priorities possibly including the **website** and an **advice service** direct to disabled people and their families, providing telephone and email advice on benefits, tax credits and related support
- ▶ **Set up an online order/payment method for DA products in 2010**
- ▶ **Continue to explore the operational structure** to optimise efficiency including collaborative approaches with other organisations
- ▶ **Explore contacts and leads to secure** a year on year increase in sponsorship income, through possible licensing and further commercial development of new and existing DA products
- ▶ **Ensure effective management and governance** of all our activities through quarterly reports to the Board of Trustees and Finance and General Purposes Committee

## Appendix 1: Trustees and staff

### Trustees

**Chair:** Kate Nash OBE

**Vice Chair:** Roy Jones

**Treasurer:** Michael Bromwich

**President:** Lord (Colin) Low of Dalston

**Vice President:** Jane Wilmot OBE

**Board members:** Andy Barrick, Allan Mabert, David Pink, Nick Pizey, Guy Parckar, Kavitha Ramasamy

### Finance and General Purposes Committee

**Chair:** Michael Bromwich

**Committee members:** Roy Jones, Colin Low OBE, Harold Sternschuss, Martyn Oliver

### Staff

**Vanessa Stanislas** Chief Executive

**David Fletcher** Director of Finance

**Neil Coyle** Director of Policy

**Michael Paul** Benefits of Working Manager

**Tony Benson** Benefits of Working Adviser

**Sarah Cosby** Benefits of Working Adviser

**Ian Greaves** Editor – Disability Rights Handbook

**Martin Inch** Welfare Rights Adviser and Webmaster

**Kenneth Butler** Tax Credits, Benefits and Membership Advisor

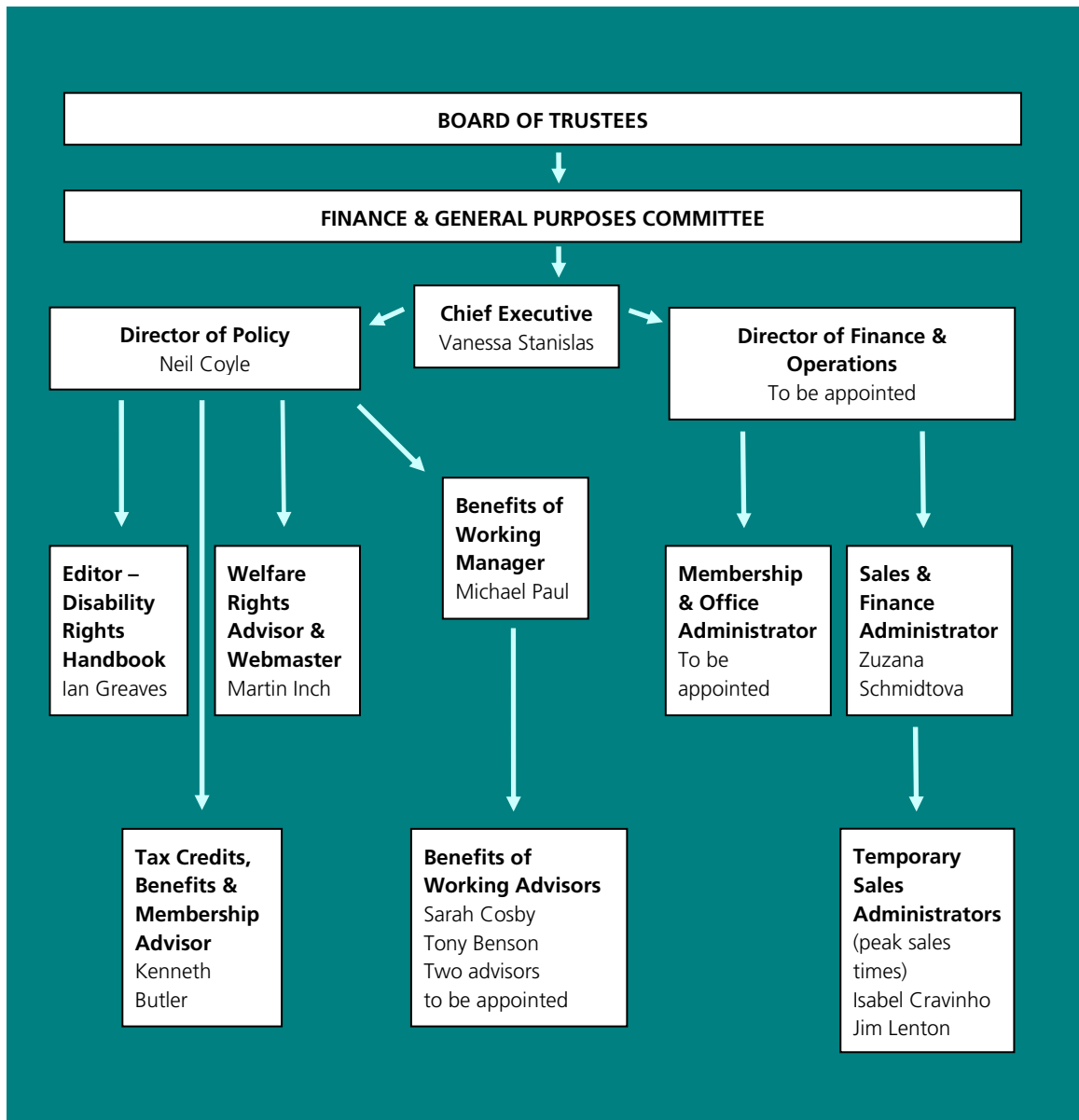
**Valerie Grant** Membership Administrator

**Zuzana Schmidtova** Sales and Finance Administrator

**Michèle Holland** Administrative Assistant


# Appendices

## Appendix 2: Organisational structure



## Appendix 3: References

- 1** Family Resources Survey Disability prevalence estimates 2007/8 based on Census 2001.
- 2** DWP *New ambitions for our country: a new contract for welfare green paper* 1998.
- 3** DWP *Reducing dependency, increasing opportunity: options for the future of welfare to work* 2007.
- 4** DRC *Ending poverty and widening employment opportunity* 2007.
- 5** Disability Alliance *Tackling Disability Poverty* 2009.
- 6** See, for example, CPAG *The unclaimed millions: DLA and cancer patients* 2004.



Disability Alliance believes it is unacceptable that over 3 million disabled people in the UK live in poverty. We are committed to breaking the link between poverty and disability. We do this by providing disabled people with information about their rights, by undertaking research into their income needs, and by campaigning for improvements in disability benefits so that they fully reflect the real costs of disability.

**We believe the benefits system should ensure that:**

- all disabled people who cannot work have an adequate income to live on
- all disabled people get financial assistance to help meet the extra costs of disability

We produce user-friendly guides to benefits and publish the *Disability Rights Handbook* annually. We provide our information in alternative formats wherever possible.

Our website contains a wealth of information about benefit entitlement, with Frequently Asked Questions and downloadable factsheets. There's also more detailed information for professional welfare rights advisers including briefings and policy reports on the support needs of disabled people.

We encourage all organisations, statutory, voluntary and corporate, to support our work by becoming members of the Alliance.

**Membership provides:**

- a copy of our current publications, including the *Disability Rights Handbook*
- a regular newsletter providing vital updates to the *Disability Rights Handbook* as legislation changes throughout the year as well as topical policy articles and news
- access to our members Helpline and email advice service for benefit and tax credits queries
- reduced fees for consultancy work and conferences and priority when booking
- free policy and campaign briefings – and involvement in all our work

And the knowledge that you are supporting us in our campaigning work.

For further information on membership, visit our website or contact us at the address below.

# Disability alliance

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Disability Alliance Strategic Plan  
April 2010 – March 2013

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Designed by Anderson Fraser

**Disability Alliance** Educational and Research Association (the Alliance) was established as a registered charity in 1977. In 1986 the charity became a company limited by guarantee.