

Queensland Disability Stakeholder Engagement and Co-Design Strategy

Queenslanders with Disability Network

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About Queenslanders with Disability Network (QDN)

Queenslanders with Disability Network (QDN) is an organisation of, for, and with people with disability. QDN operates a state-wide network of 2,900+ members and supporters who provide information, feedback and views based on their lived experience, which inform the organisation's systemic advocacy activities. We believe people with disability should always be at the table when decisions are made that directly impact their lives. QDN's systemic advocacy work encompasses a range of responses – from community campaigns, formal submissions, evidence to commissions and inquiries and membership of roundtables and working groups around national, state, and local government legislative and policy initiatives. QDN's work is focused on the rights and full social and economic inclusion of people with disability within their communities. QDN's systemic advocacy work has focused on a range of key areas identified by Queenslanders with disability that has included the National Disability Insurance Scheme (NDIS) Review, the Royal Commission into Violence, Abuse, Neglect and Exploitation of People with Disability (Disability Royal Commission), improving mainstream services that people with disability rely on every day, including health, housing, employment, transport.

Introduction

Context and rationale

Disability reform in Queensland represents a critical step toward creating an inclusive society where all individuals, regardless of their abilities, can access the support and opportunities they need to thrive. As we embark on this significant transformation, it is essential to engage a diverse array of stakeholders in the planning and implementation process. This includes people with disability, their families, advocacy organisations, service providers, and government stakeholders. Inclusive stakeholder engagement ensures that reforms are not only responsive to the needs of those they aim to serve but are also sustainable and widely supported.

Inclusion, rights, and voices is a key pillar of the reforms and a critical part of the Queensland Disability Reform Framework that was released on 31 July 2024. Outcome Area 1.3 of the Queensland Disability Reform Framework focuses on the partnership with people with disability to ensure reforms are centred on achieving outcomes for people and informed by deep engagement, including co-design of reform implementation.

The Queensland Disability Stakeholder Engagement and Co-Design Strategy (Strategy) provides the foundation, approach, strategy, and structure to deliver on the Queensland Disability Reform Framework in partnership with people with disability.

Purpose

The Strategy is designed to guide the collaborative efforts required to achieve effective disability reform implementation across Queensland. It outlines the principles, structures, and processes that will facilitate meaningful participation from all stakeholders, ensuring their voices are heard and valued in shaping disability reform and the future of mainstream, community, and disability services more broadly in Queensland. This transformational change occurs within a broader ecosystem and context. The Strategy aims to foster a sense of ownership and partnership among all participants, paving the way for innovative solutions and improved outcomes.

Background

QDN was engaged to develop a stakeholder engagement and co-design strategy to support the Queensland Government to implement disability reforms under the Queensland Disability Reform Framework over the next 5-10 years in partnership with people with disability. The Queensland Disability Reform Framework outlines the Queensland Government's commitment and priorities to delivering reforms in response to the Royal Commission into Violence, Abuse, Neglect and Exploitation of People with Disability (Disability Royal Commission) and the Independent Review of the National Disability Insurance Scheme (NDIS Review), and other relevant reviews and inquiries. It is proposed the Strategy will also support the Queensland Government to strengthen stakeholder engagement in relation to broader work such as actions under Australia's Disability Strategy 2021-2031.

The work will require coordinated stakeholder engagement and a clear approach for ensuring adequate representation and inclusion of people with disability in reform design, testing, and implementation. Both the Disability Royal Commission and the NDIS Review made recommendations to ensure the participation of people with disability and the disability sector in all areas of reform and associated governance. A stakeholder engagement and co-design strategy will help to achieve the breadth and depth of stakeholder engagement in a cohesive way to enable robust advice to government and support reform.

Underpinning the findings and recommendations of the reviews was that mainstream services will benefit from better engagement with people with disability. It is important that Queensland Government agencies have the capacity and capability to engage with the disability community in a consistent and coordinated manner on the development of services, initiatives, reforms, and government priorities.

The Strategy is designed to work alongside existing and complementary peak funding arrangements in Queensland. It is expected that implementation of the Strategy will leverage the strong role that existing funded peak bodies have in representing the views of people with disability, the sector and community, identifying systemic priorities and providing advice and guidance on the potential impacts of reform to shape and guide reform processes.

The peak body arrangements include Queensland Government funding allocated to:

Peak services for people with disability and their families, including:

- **Queenslanders with Disability Network:** Executive Disability Peak that provides overarching leadership and coordination for all funded peak bodies and provides sector-wide advice and feedback to government on key systemic disability issues.
- **Queensland Advocacy for Inclusion:** Principal Disability Advocate for Queensland, including leading the Queensland Independent Disability Advocacy Network and generating system insights across the Queensland advocacy program.
- **AMPARO Advocacy Inc.:** peak body for people with disability from culturally and linguistically diverse backgrounds, their family members and carers.
- **Carers Queensland:** peak body for carers, including carers of people with disability.
- **Mob 4 Mob:** peak body for all Aboriginal peoples and Torres Strait Islander peoples with disability living in urban, regional, rural and remote areas of Queensland.
- **Outback Independent Living:** peak body for the Central West and outback Queensland areas people with disability.

The Queensland Government's Disability Peak and Representative Body – Inclusion Program also funds disability-specific statewide peak body services for people with disability and their families, including:

- Autism Queensland
- Better Hearing Australia Brisbane
- Deaf Connect

- Down Syndrome Queensland
- Guide Dogs Queensland
- Spinal Life Australia
- Synapse
- Xavier Children’s Support Network
- Queensland Alliance for Mental Health.

The Queensland Government also funds a number of peak organisations for service providers:

- **National Disability Services (NDS) and CheckUP:** Peak bodies for disability service providers, with NDS representing medium to large providers and CheckUP representing sole traders or small businesses with 19 or less employees. Both have a focus on sector sustainability and growth, with a particular focus on underdeveloped markets, as well as supporting providers to deliver high quality services.
- **First Nations Community Controlled Sector Support (Queensland Aboriginal and Islander Health Council):** Funded to work with other First Nations peak bodies and to partner with communities to improve the capacity and capability of providers to support First Nations NDIS participants and stimulate thin markets.
- **Supported Accommodation Providers Association:** Peak body for supported accommodation service providers, with a focus on engagement and systemic advocacy about the sector, as well as building provider capability to support continuous improvement in the quality of services.

Goals

The primary goals of the Strategy are to:

- **Enhance inclusivity:** Ensure that people with disability and other key stakeholders are actively involved in the design, testing and implementation of the disability reforms and other government initiatives.
- **Promote transparency:** Provide clear, accessible information about stakeholder engagement and co-design activities and outcomes, and sharing information about disability reform initiatives and progress, fostering trust and accountability.
- **Facilitate collaboration and co-design:** Create opportunities for stakeholders to collaborate, share insights, and co-design solutions.
- **Support effective Implementation:** Develop strategies and actions that are informed by stakeholder input, leading to practical, sustainable and impactful reforms.
- **Monitor and evaluate:** Establish mechanisms to continuously monitor progress and evaluate outcomes of the strategy, incorporating feedback for ongoing improvement.

Guiding principles

The Strategy is underpinned by [QDN's Co-Design Principles](#).

Principles of co-design

QDN’s principles of co-design are:

- Authentic voice
- Respect
- Rights
- Resilience
- Collective action.

Additionally, it is recognised that people with disability must be acknowledged for their contribution to co-design and engagement through payment and reimbursement. The [Good Practice Guidelines for Engaging](#)

[with People with Disability](#) provides further guidance on payments for participation and ethical consideration.

Principles of stakeholder engagement

The approach to stakeholder engagement is grounded in the following principles:

- **Respect and dignity:** Acknowledge and respect the diverse experiences and perspectives of people with disability and other key stakeholders.
- **Accessibility and inclusion:** Ensure that engagement activities are accessible and inclusive, accommodating the varied needs of participants.
- **Transparency and accountability:** Maintain open and honest communication, providing stakeholders with timely and accurate information.
- **Collaboration and co-design:** Foster a collaborative environment where stakeholders can contribute meaningfully to the design and implementation of reforms.
- **Continuous improvement:** Embrace a culture of learning and adaptation, using feedback about the Strategy to refine and enhance our engagement practices.

Improving outcomes for Aboriginal and Torres Strait Islander peoples with disability

The Queensland Disability Reform Framework reflects the Disability Royal Commission's findings about the ongoing impacts of colonisation, intergenerational trauma, and racism on the experiences of Aboriginal and Torres Strait Islander peoples with disability, and the NDIS Review's recognition that Aboriginal and Torres Strait Islander people with disability experience ableism and racism, with additional impacts on women, Elders, LGBTQIA+SB, and those in remote communities. Both the NDIS Review and the Disability Royal Commission heard that while the prevalence of disability is much higher in Aboriginal and Torres Strait Islander populations than in the general population, Aboriginal and Torres Strait Islander peoples with disability face barriers to accessing culturally safe and inclusive services.

Improving outcomes for Aboriginal and Torres Strait Islander peoples with disability is a crosscutting priority across every area of disability reform. The implementation of the reforms arising out of the Queensland Disability Reform Framework and the Queensland Government response to the Disability Royal Commission will be co-designed with Aboriginal and Torres Strait Islander peoples through the delivery of the Strategy and in collaboration with the Aboriginal and Torres Strait Islander peak bodies. All new initiatives and investment under the Queensland Disability Reform Framework will have a specific cultural lens to embed culture and ensure that improving outcomes for Aboriginal and Torres Strait Islander peoples with disability is always a key priority.

Scope and structure

The Strategy encompasses engagement and co-design activities focused at a strategic level to work with Queensland Government to deliver on disability reforms. Implementation of the Strategy will have an initial focus on coordinating and facilitating stakeholder engagement and co-design activities in relation to the Queensland Government's disability reform agenda, outlined in the Queensland Disability Reform Framework and the Queensland Government responses to the Disability Royal Commission and NDIS Review.

The Strategy has a focus on establishing sustainable infrastructure and embedding co-design approaches for broader government policy and program work moving forward. The Strategy has five interdependent key sections:

1. Governance
2. Disability Engagement and Co-Design Hub
3. Collaboration and co-design approaches
4. Capacity building
5. Data collection and assessment

Over 80 people provided direct survey or in person feedback as part of development of the Strategy. Key themes to emerge from the consultation include:

- A community-placed engagement and co-design hub was required to coordinate input and provide opportunities for people with disability to engage and co-design reform implementation and build their capacity to operate effectively in good policymaking processes.
- People with disability need to be engaged from the beginning and be clear about what can be co-designed and/or when consultation and collaboration will occur.
- Planning and design of implementation actions needed to be transparent along with progress reporting, and avenues to provide qualitative stories of improvement and challenge are required.
- There is a desire for different government departments to work collaboratively with people with disability, to share good practice, share approaches and to deliver an integrated and coordinated response to engagement with people with disability and the broader sector.
- A separate inter-sectoral reform governance committee to act as a bridge to bring together people with disability, Government, and the sector is needed.
- A need for capacity-building of mainstream services and opportunities for people with disability to develop their skills, knowledge and experience in co-design and engagement in policy development, implementation, and evaluation. Throughout the consultation a key theme was the richness of 'learning through doing' when Government, people with disability, families/carers, and community and disability sector come together in the process of 'co-design'.

The Strategy will inform activity at three levels:

- **Strategic level:** Providing advice about state and national policies and reform processes.
- **Local or place-based level:** Ensuring regional relevance and delivering place-based community engagement.
- **Strategy specific level:** Managing specific engagement activities with detailed planning and stakeholder consultation based upon annual workplans of key priorities.

Implementation of the Strategy will create a robust, participatory process that supports meaningful and lasting disability reform in Queensland. The scope of each engagement should include access, participation, and outcomes identified at every level, with each aspect measured with equal enthusiasm. Together, we can build a more inclusive and supportive society for all.

The Strategy provides an opportunity to build capability and expertise across people with disability, families, sector and Government stakeholders, embed evidence and accountability across systems and processes and deliver practice and cultural change across the disability ecosystem for more inclusive, accessible, timely, quality services for Queenslanders with disability.

Executive Summary – Key elements of Queensland Disability Stakeholder Engagement and Co-Design Strategy:

The Strategy outlines the following recommendations and approach to deliver across the five key areas:

1. Governance.
2. Disability Engagement and Co-Design Hub.
3. Collaboration and co-design approaches.
4. Capacity building.
5. Data collection and assessment.

1. Governance

Establish the Disability Reform Implementation Stakeholder Committee (DRISC), which will include representation of people with disability, advocacy organisations, service providers, existing peak bodies, key community and government representatives and relevant statutory office holders. The membership will ensure the breadth of perspective and collaboration of views. The reporting and governance arrangements for this group will ensure connections are made between existing governance mechanisms established by Queensland Government departments, including the Disability Reform and Implementation Interdepartmental Committee (DRIIC), which has responsibility for oversight of disability reform and disability policy in Queensland.

The purpose of DRISC is to have a cross-sectional body that provides a function to bring together government, people with disability, family/carer representatives, and the sector. It will not duplicate existing mechanisms but compliment them by bringing together community and government to ensure governance arrangements mirror the stakeholders working collaboratively in activities of co-design. DRISC will evidence a strong and formal commitment to working in partnership with the disability community and sector in Queensland.

DRISC's remit would focus on advisory, oversight, and facilitation of stakeholder engagement activities specifically related to the implementation of actions under the Queensland Disability Reform Framework, including those Disability Royal Commission and NDIS Review recommendations which are the State Government's responsibility. It is anticipated that DRISC will also have functions in relation to other significant disability inclusion policy work, including State Government responsibilities under Australia's Disability Strategy, other Queensland disability reforms as they arise, and appropriate coordination with the Brisbane 2032 Games Venue and Legacy Delivery Authority. The key functions of DRISC are to:

- a) Support implementation planning for the disability reform agenda in Queensland, including the prioritisation and timeframes for stakeholder engagement on the design and/or implementation of specific reforms
- b) Inform government decision-making on disability reforms
- c) Facilitate and oversight effective co-design activity on disability reforms to ensure a coordinated approach across the Queensland Government
- d) Provide oversight of development and implementation of Disability Service Plans and other work as required within agreed upon workplan arrangements.

A sector partner will lead implementation of the Strategy and will provide secretariate support for DRISC, including acting as a primary liaison point with DRIIC to coordinate co-design and engagement requests on a quarterly basis to be implemented through the Disability Engagement and Co-Design Hub. Urgent activities outside of each quarterly plan will be coordinated as required.

2. Disability Engagement and Co-Design Hub

Establish a centralised Disability Engagement and Co-Design Hub (Hub) for stakeholders to:

1. Come together in person and online to design, test, and prototype disability reforms.
2. Inform the disability reform activities at different stages of the implementation phases in specific place-based forums.
3. Provide key stakeholders information and feedback.
4. Build the capacity of the Queensland Government, people with disability, families and carers and the sector to engage in co-design.

The Hub will deliver mechanisms to:

- Seamlessly engage the disability community, which includes people with disability and families/carers, and other disability advocacy and service provider stakeholders on the development of services, initiatives, reforms and government priorities. The Hub will ensure diverse representation and engagement including diverse disability, Aboriginal and Torres Strait Islander peoples, people from culturally and linguistically diverse backgrounds, women, children and young people, LGBTIQ+, people living in regional, rural and remote communities, and harder to reach cohorts.
- Build the capacity of, and deliver learning opportunities to, people with disability, government agencies and the sector to increase skills, knowledge, and experience in effective co-design.
- Deliver a structure and pathway to access and increase a pool of experienced co-designers (people with lived experience) who have knowledge in a specific portfolio/reform area aligned with the Queensland Disability Reform Framework and have experience and understanding in effective policy development, engagement processes, and understanding data.
- Provide an accessible collection of best practice tools and case study examples that can be shared across stakeholders to build knowledge and practice.

The Hub will leverage and complement existing expertise, networks and activity across the disability sector and community, including funded disability peak bodies. It is expected that the skills, knowledge and expertise of existing peak and sector organisations will be leveraged as needed to ensure the Hub has widespread contributions and is able to complement and support the systemic monitoring and reporting currently undertaken by peak and sector organisations.

The Hub will have six core functions to deliver on the Strategy:

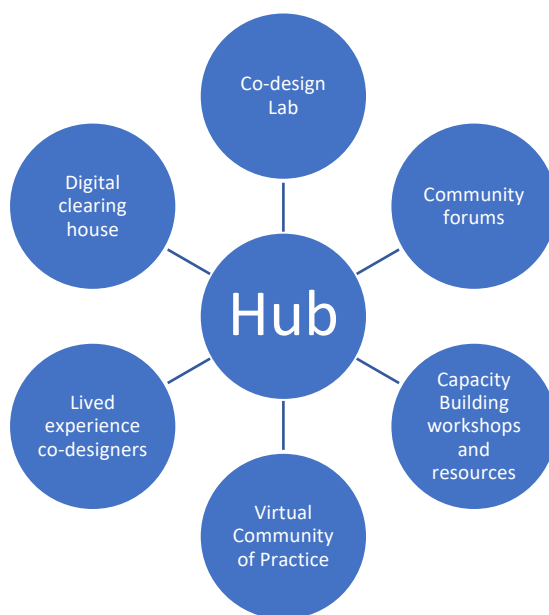


Figure 1 – The six core functions of the Hub

3. Collaboration and co-design approaches

The Strategy is built upon best practice approaches to working together in collaborative processes and co-design. Co-design is the active involvement of people with disability and families/carers in decision making processes across policy, legislation, services, and products. Co-design is inclusive and brings together government agencies, industry, business, community organisations, people with disability and their families and supporters around issues or opportunities.

Through the Hub, activities to co-design and undertake deep-dive consultation around key priorities of the Queensland Disability Reform Framework and other key Government initiatives will bring together diverse groups of people with relevant skills, experience, or interests to share expertise, identify and design solutions to inform delivery of a product, service, policy, strategy, or legislation.

4. Capacity building

The Strategy will deliver capacity and competency building for three primary stakeholder segments:

1. People with disability and family and carers.
2. Mainstream government agencies.
3. The disability sector.

This will be delivered through the activities of the Hub, such as:

- Workshops and learning and development opportunities and resources.
- Community engagement forums in person and online to give stakeholders key and timely information about the disability reforms, implementation, and progress.
- Virtual online Community of Practice.
- Digital Clearing House for sharing best practice stories, case studies, resources.

5. Data collection and assessment

A key outcome of the Strategy will be the development of a data collection tool in partnership with a university to measure impact and outcomes of the overall Strategy, including specific measurement of impact and outcomes of the Hub and capacity building activities.

Section 1: Governance

Background

The Queensland Government is responsible for the implementation of the Queensland Disability Reform Framework, including recommendations of the Disability Royal Commission and NDIS Review; responsibilities under the Australia's Disability Strategy; and other key work including in the lead up to Brisbane 2032. The Strategy acknowledges that delivering transformational change principally involves key stakeholders in the strategy setting, design, implementation, and decision-making processes. Co-design is an underpinning theory, approach, and framework for working effectively with key stakeholders and it is an act of transformation only if we collectively believe the future is not pre-determined, but emerging.

Establishing an effective governance mechanism is key to implementation of the Strategy. The governance mechanism will function similarly to a program governance body but with specific roles and responsibilities tailored to the advisory nature of the process, given that the final decisions and approvals will rest with the formal government process (for example, planning and budgetary).

Based upon the feedback from the consultation and engagement process, it was identified that governance for the Strategy ideally needs to involve a collaborative and representative group comprising government officials, key disability representatives, and peak sector organisations.

Current state governance and advisory structures relating to disability

Across Queensland there are a range of governance and advisory groups relating to disability at ministerial, departmental, and organisational levels, which include both community and government representatives (see examples of existing groups in table below). In particular, a number of government departments have established advisory/reference groups that focus on accessibility and inclusion. In addition, there are groups for monitoring and overseeing government policy implementation, reflective of the transition from state-based disability supports to the national approach under the NDIS. There will also be mechanisms in place to link to the Games Venue and Legacy Delivery Authority in the lead up to the 2032 Brisbane Olympic and Paralympic Games to meet both State and Commonwealth commitments.

In the implementation planning for the Strategy, it will be important to undertake a mapping exercise across the Queensland Government to identify what governance and advisory groups are already established to ensure the governance mechanism for implementing the Strategy is fit for purpose and not a duplication.

Level	Existing group	Primary focus
Ministerial	<ul style="list-style-type: none"> Queensland Disability Advisory Council (QDAC) Queensland Carers Advisory Council (QCAC) Other Portfolio specific Ministerial advisory councils/groups 	<ul style="list-style-type: none"> Independent Advisory bodies providing advice to the Minister on strategic issues
Interdepartmental	<ul style="list-style-type: none"> Disability Reform and Implementation Interdepartmental Committee (DRIIC) 	<ul style="list-style-type: none"> Reform planning and implementation accountability, funding recommendations and domain sponsorship
Departmental specific advisory mechanisms with people with disability representatives	<p>Examples of existing groups</p> <ul style="list-style-type: none"> Expert advisory panel for housing (new) to be developed The Queensland Government Department of Transport and Main Roads (TMR) has 13 reference groups including the Accessibility Reference Group (ARG) Health and Disability Interface Advisory Group 	<ul style="list-style-type: none"> Implementation of a specific portfolio plan
Disability Leadership Groups (Peaks and Representative Bodies)	<ul style="list-style-type: none"> Disability Peak and Representative Organisations Queensland Independent Disability Advocacy Network 	<ul style="list-style-type: none"> Advisory Domain specialisation and service delivery Advocacy and policy
Portfolio, Program or Project Governance	<ul style="list-style-type: none"> Departmental level Subject matter experts Funded delivery organisations with approved project plans 	<ul style="list-style-type: none"> Delivery governance Delivery of capabilities and outcomes SME consultancy and co-design
Organisational governance (funded agencies)	<ul style="list-style-type: none"> Those who receive funding to deliver strategy components Standard organisational governance practices 	<ul style="list-style-type: none"> Upholding the principles of the disability strategy Upholding the principles of co-design and collaboration
Regional or place-based networks	<ul style="list-style-type: none"> Statewide networks including peer support groups Identified peer leaders and emerging leaders Community service and disability service specific networks Local level alliances 	<ul style="list-style-type: none"> Advisory Source of validation and evidence of impact Local champions and subject matter experts
Citizen governance	<ul style="list-style-type: none"> Personal stories Any person with a disability or interest in advocacy can put forward a view 	<ul style="list-style-type: none"> Sharing of stories and experience Personal or local advocacy

Table 1: Existing governance and advisory groups

Governance approach for implementing the Strategy

The consultation process and systemic analysis indicates there is a need for a joined-up governance structure, with the inclusion of voices of people with disability, family/carer representatives, disability service representatives and government and statutory authorities. Feedback from a variety of stakeholders in the consultation process noted people with disability need to be key contributors to design processes.

QDN explored a range of governance options in the consultation process (refer Appendix 2) and identified a solution to deliver a more joined-up approach.

A new Disability Reform Implementation Stakeholder Committee (DRISC) should be established, which will include representation of people with disability, advocacy organisations, service providers, existing peak bodies, key community and government representatives and relevant statutory office holders. The reporting and governance arrangements for this group would ensure connections with existing governance groups, in particular through DRISC co-chairs attending DRIC meetings to provide advice and make recommendations.

DRISC will facilitate and monitor Strategy implementation and provide advice to government (through DRIC) in relation to stakeholder engagement and co-design. The governance mechanism will validate and verify that Strategy activities are focused on the areas of highest priority and take corrective action when the Strategy implementation data is showing a negative, or no, impact.

A draft terms of reference for DRISC is outlined below as a guide to assist implementation of the Strategy.

Disability Reform Implementation Stakeholder Committee (DRISC)

Draft Terms of Reference

Purpose

The purpose of DRISC is to have a cross-sectional body that brings people with disability, advocacy organisations, service providers, existing peak bodies, key community and government representatives and relevant statutory office holders together to consolidate and provide advice and guidance to the Queensland Government in collaboration with the Disability Reform and Implementation Interdepartmental Committee (DRIIC).

DRISC will have an advisory, monitoring, and facilitation role specifically related to the implementation of the Queensland Disability Stakeholder Engagement and Co-Design Strategy (Strategy). Under the Strategy, the initial focus of stakeholder engagement will be the disability reform agenda under the Queensland Disability Reform Framework, including Disability Royal Commission and NDIS Review recommendations that Queensland Government has responsibility for. It will also include other significant disability inclusion policy work, including State Government responsibilities under *Australia's Disability Strategy 2021-2031*, and other disability reform processes. DRISC will also ensure effective coordination as required with the Brisbane 2032 Olympic and Paralympic Games (Brisbane2032) Games Venue and Legacy Delivery Authority.

DRISC will support DRIIC to:

- Undertake implementation planning for the disability reform agenda in Queensland, including on the prioritisation and timeframes for stakeholder engagement on the design and/or implementation of specific reforms
- Inform government decision-making on disability reforms
- Facilitate effective co-design activity on disability reforms
- Provide oversight of the development and implementation of Disability Service Plans and other work as required within agreed upon workplan arrangements.

Membership

It is important that DRISC includes senior level representatives or positions of authority. The membership of DRISC would benefit from direct linkages back to existing structures and mechanisms, including DRIIC, Disability Peak and Representative Organisations Network, Queensland Independent Disability Advocacy Network, service provider networks, and statutory bodies who have core responsibilities relating to people with disability in Queensland.

There is also potential for DRISC to link as appropriate with the Queensland Disability Advisory Council (QDAC) and Queensland Carers Advisory Council (QCAC) and other ministerial advisory councils/groups, noting these councils have their own independent functions.

The following roles are proposed for membership:

- **Disability lived experience representatives:** Individuals with lived experiences of disability, representing diverse types of disability and families/carer role, including Aboriginal and Torres Strait Islander peoples, people from culturally and linguistically diverse backgrounds, women, children and young people, LGBTIQIA+, people living in regional, rural and remote communities, and harder to reach cohorts
- **Disability sector representative organisations:** Representatives from disability community, sector and advocacy peak body organisations
- **Government representatives:** Officials from relevant government departments and statutory bodies engaged in disability policy and service provision or coordination.

Key functions and responsibilities of DRISC

The key responsibilities of DRISC include:

Implementation of disability reforms:

- Provide advice to DRIIC to inform Queensland Government decision-making on the prioritisation and implementation of disability reforms in Queensland. This includes key areas of work under each reform, key policy questions for each area of work, key risks/challenges, key opportunities, and key stakeholders
- Ongoing role in continuing to review priorities and identify emerging issues based on sector level monitoring via the Hub and providing advice back to DRIIC if priorities or implementation design and delivery need to shift
- Review implementation actions across government departments on the progress of the disability reforms and ensure key themes from the community and government learnings are applied
- Identify potential impacts of proposed reforms and suggest mitigations
- Ensure that the voices of people with disability via the Hub are amplified in the reform prioritisation process.

Stakeholder engagement:

- Provide effective communication and engagement between the government and the disability sector and the Hub
- Monitor the progress of engagement and co-design initiatives linked to disability reform being undertaken through the Hub
- Ensure transparency in the engagement and co-design process and reporting back to the community via the Hub
- Be a supportive forum that builds a shared sense of mutual understanding of the reform process.
- Communicate key information provided by Queensland Government about the disability reforms via networks to ensure people are kept informed and updated
- Ensure the inclusion and participation of Aboriginal and Torres Strait Islander peoples, culturally and linguistically diverse people and/or harder to reach cohorts through targeted outreach and in reach engagement strategies.

Monitoring and advice:

- Monitor the progress of implementation of the Strategy to ensure engagement activities and outcomes align with the principles and objectives of the Strategy
- Identify any emerging issues or concerns and advise DRIIC on appropriate responses
- Review and provide feedback on draft proposals, reports, and other key reform program documents
- Receive advice from DRIIC on disability reform progress
- Provide advice to DRIIC that is reflective of voices of people with disability, carers and supports as well as sectoral insights from the Hub.

Data and information management:

- Ensure that data collection and analysis processes in relation to Strategy implementation, are inclusive and consider the diverse needs and voice of people with disability.
- Provide advice to DRIIC on methods to incorporate continuous feedback and iterative improvements in the reform process.
- Provide advice to DRIIC to inform the development of evaluation frameworks to measure the effectiveness and impact of the reforms.

Administration and operational considerations:

- **Regular Meetings:** to discuss progress of Strategy implementation, validate and verify advice, and develop recommendations.
- **Secretariat:** The sector partner responsible for leading implementation of the Strategy would perform secretariat duties.
- **Optional Subcommittees:** Support the establishment of departmental/portfolio subcommittees or working groups as required for specific focus areas, such as domains like transport, education, health, and housing.
- **Reporting:** Receive regular reports on key reform initiative activities from DRIIC and the Hub (Community), findings, and recommendations to both the government and the broader community and provide a reform pulse response that is reflective of voices of people with disability, carers and supports as well as sectoral insights from the Hub.
- **Documentation:** Secretariat to maintain detailed records of meetings, and decisions made to ensure transparency and accountability. A reporting process to DRIIC to be established as the accountable body. Accessible information will be disseminated to the disability community and disability sector about the progress of the Strategy.
- **Advisory group:** The sector partner responsible for leading implementation of the Strategy will establish a project advisory group with membership drawn from key stakeholders in the sector including people with disability, families/carers, Aboriginal and Torres Strait Islander people with disability, people with disability from culturally and linguistically diverse backgrounds, hard-to-reach cohorts, disability providers and community providers with expertise in co-design and engagement. This group will deliver advice, feedback and expertise to support DRISC to operationalise and monitor delivery of the Strategy.

DRISC will play an important and trusted role through its representation to ensure that the disability reforms are well-informed, inclusive, and reflective of the needs and aspirations of the disability community, while respecting the boundaries of the governmental decision-making process.

Other key governance considerations for Strategy implementation

Citizen governance enhancement

Good policy making and good decision making relies on engaged and informed citizens to engage on issues relating to reforms impacting on community but also key solutions to deliver better outcomes. To enable this to occur, existing network infrastructure needs to be amplified with the ability for local leaders and champions to facilitate citizen governance activities. DRISC will work with government agencies to confirm priorities in the reform agenda and create the necessary linkages to elevate the role of citizen governance activities. This could include using the Hub to:

- Provide access to citizen governance tools and techniques
- Facilitate joined up positions and input on local issues to inform the policy and reform process
- Implement mechanisms to identify hot topics or emerging areas of interest – including whole of state virtual opportunities
- Provide a primary link to opportunities to be engaged in co-design and participatory processes
- Create coherence and alignment through (digital) visibility of the reform objectives, particularly the key policy questions, to compliment good communication between workstreams
- Facilitate representations to DRISC via disability and carer peak members.

The enhancement of citizen governance activates a regional and locally placed collective of people with disability who can be local champions for reform topics in their regions. This process would be supported by the Hub through building the capacity of people with disability to engage effectively in reform implementation and providing mechanisms for them to do so.

Linking with key established government mechanisms

It is important that the Strategy aligns with key established mechanisms of reporting and governance that are in place across Commonwealth and State Governments in relation to decision making, reporting and priority setting activities.

DRISC will need to have a whole of government lens on co-design and engagement activities related to disability reforms. To enable this, DRISC will provide advice to DRISC on any additional co-design and engagement activities that are happening outside and apart from the Hub.

Noting Queensland Government departments are required to create annual Disability Service Plans which include reform and non-reform activities, DRISC could provide summary feedback data from co-design activities and other information that may be helpful to departments as part of their annual review and development cycle.

The sector partner responsible for leading implementation of the Strategy will be the contact point for Queensland Government departments to engage with DRISC and the Hub.

DRISC Co-Chairs could also be invited to attend QDAC and QCAC meetings, as a means of keeping the Minister's independent advisory mechanisms up to date on reform progress and to enable the exchange of views on key issues.

Clarity around operational environment

It is noted that regardless of governance in place, responsibility for implementation of the Queensland disability reforms sits with Queensland Government. There are, however, constraints from national processes and timeframes for planning, designing, implementing and progress reporting on disability reforms that are outside the control of the Queensland Government. The Commonwealth Government is responsible for implementation of Commonwealth reforms and the Commonwealth, state and territory governments share responsibility for joint reforms. In this environment, there is a need to clearly

communicate with all stakeholders on the limits upon the Queensland Government, and to ensure people understand their roles, when co-design processes will occur, when and how engagement will happen, and how information, outcomes and feedback will be provided and communicated, as well as reporting obligations.

Section 2: Disability Engagement and Co-Design Hub

Scope

To deliver on the Queensland Government's commitment to co-design, a centralised Hub for a cross-section of key stakeholders (including people with disability, families/carers, disability providers, community organisations and government staff) will be established to come together in-person and online to:

- Design, test, prototype disability reforms under the Queensland Disability Reform Framework
- Provide connections to the Department of Child Safety, Seniors and Disability Services Disability Research Strategy 2025-2030
- Provide key information and feedback and inform the disability reform activities at different stages of the implementation phases in specific place-based community forums
- Build the capacity of people with disability, the disability community and government agencies to effectively co-design reforms
- Establish best practice co-design approaches and associated materials.

The Hub will provide physical space/s to bring stakeholders together and engage with key local partners, sector representatives and government agencies for efficient resource utilisation. It will also provide digital platforms to create an online space to facilitate virtual collaboration and idea sharing, ensuring inclusivity and accessibility for regional, rural and remote participants or participants where online engagement is the most accessible medium.

The Hub will:

Co-design and engage:

- Deliver mechanisms to seamlessly engage the disability community which includes people with disability and families/carers. The Hub will ensure representation and engagement includes Aboriginal and Torres Strait Islander peoples, culturally and linguistically diverse people, women, children and young people, LGBTIQIA+, people living in regional, rural and remote communities and hard-to-reach cohorts. The voices of people with intellectual disability and complex disability will be incorporated through adhering to supported decision-making principles and engaging with supported decision makers, including families and guardians who navigate complex bureaucratic processes on their behalf.
- Deliver a structure and pathway to access and increase a pool of experienced co-designers (people with lived experience) who have specific knowledge in a specific portfolio/reform area aligned with the Queensland Disability Reform Framework and have experience and understanding in effective policy development, engagement processes, and data sensemaking. Subject matter expert groups will be called on for engagement and co-design projects related to specific reforms. The Hub will work with DRIIC in the planning phase to identify key cohorts for subject matter expert groups to be able to plan and deliver.
- Establish priorities for activities of co-design, deep dives and community engagement through collaborative joint planning between DRIIC and DRISC to ensure a coordinated whole of government approach. The schedule for delivery, content, location and approach of community forums for both in person and online will be established based on the Queensland Disability Reform Framework and associated implementation planning.
- Provide a mechanism to coordinate engagement of reform priorities where deeper dive co-design or consultation approaches are required and place-based engagement mechanisms for collaboration and co-design.
- Provide advice and feedback to DRIIC to assist in determining the threshold for co-design and ensure that expectations are clear for both agencies and stakeholders as to when a co-design or

consultation approach is appropriate, or where reforms are already in progress through existing or ongoing work.

- Act as an entry point for Government agencies wanting to use co-design approaches in the development of their work activities related to disability reforms. Determination of workflow will be through advice from DRISC, DRIIC and DCSSDS and agreed upon in annual workplan with the sector partner responsible for leading implementation of the Strategy.

Note the Strategy will work at a strategic cross-reform level with engagement and co-design activities taking place through the Hub. Should Queensland Government agencies be seeking disability related engagement outside of the Queensland Disability Reform Framework, existing co-design mechanisms would need to be utilised with the ability to leverage the resources created through the disability engagement and co-design hub.

Build capacity:

- Provide a mechanism to build the capacity and deliver learning opportunities to increase skills, knowledge and experience in effective co-design
- Provide an accessible collection of best practice tools and case study examples that can be shared across stakeholders to build knowledge and practice
- Maximise and tap into already developed and established knowledge, expertise, networks and resources already held by the sector partner leading implementation of the Strategy and government agencies, including considering incorporation of relevant activity
- Activities, workshops, forums, and resources in person and online will be accessible for people with disability with consideration being given for digital access, literacy levels and easy read materials.

The Hub will leverage and complement existing expertise, networks and activity across the disability sector and community, including funded disability peak bodies. It is expected that the skills, knowledge and expertise of existing peak and sector organisations will be leveraged as needed to ensure the Hub has widespread contributions and is able to complement and support the systemic monitoring and reporting currently undertaken by peak and sector organisations.

Systemic reform impacts and outcomes

The Hub will be focused on community-based innovation and co-design and will contribute to broader systemic disability reform in several ways:

- **Empowering lived experience:** By actively involving individuals with disability in co-design processes, the Hub ensures that reforms are informed by firsthand experiences and delivers the mechanism at systemic level to design, test, and prototype disability reforms.
- **Developing inclusive policies and services:** Through collaborative initiatives involving people with disability, government agencies, non-government organisation (NGOs), and community groups, the Hub can co-design policies, programs, and services that are inclusive, accessible, and responsive to the diverse needs of people with disability. This helps in developing holistic approaches that address systemic barriers.
- **Bringing diverse voices to the table:** Through targeted engagement strategies the Hub provides an opportunity to engage with diverse voices who are people with disability, including families/carers. The work of the Hub will ensure engagement with Aboriginal and Torres Strait Islander peoples, culturally and linguistically diverse people, people with disability experiencing homelessness, supported accommodation residents, people with intellectual disability, people who have engaged in the child safety system, people with disability in the criminal justice system, children and young people with disability (including children and young people in the child protection and youth justice systems) and other harder to reach cohorts through tailored mechanisms including in-reach engagement and targeted outreach. Targeted engagement will be responsive to the nature of the co-design and deep dive activities and which reform priorities are being worked on. The voices of people with intellectual disability and complex disability will be incorporated through adhering to

supported decision-making principles and engaging with supported decision makers including families and guardians who navigate complex bureaucratic processes on their behalf.

- **Testing and scaling innovative solutions:** The Hub serves as a testing ground for innovative solutions that will ultimately contribute to improving the lives of people with disability. By prototyping and piloting how this can occur in collaboration with stakeholders, the Hub can demonstrate effective approaches that can be scaled up for broader systemic impact.
- **Building capacity and knowledge sharing:** Through capability development programs and knowledge sharing initiatives, the Hub enhances the skills and knowledge of stakeholders involved in disability reform. This strengthens the collective ability to drive meaningful change and implement best practices across different sectors.
- **Informing policy change:** By conducting research, generating evidence, and informing policy changes based on community-driven insights and outcomes, the Hub can influence legislative and regulatory reforms that advance disability rights, inclusion, and social justice.
- **Fostering collaborative networks:** The Hub facilitates partnerships and networks among stakeholders, including government, academia, industry, and community organisations. These initiative level collaborations enable cross-sectoral dialogue, joint problem-solving, and collective action towards achieving systemic disability reform goals.
- **Monitoring and evaluation:** Monitoring and evaluating implementation of the Strategy will help to ensure that reforms and initiatives are assessed based on effective stakeholder engagement. This feedback loop helps in refining strategies and sustaining effective practices over time. This information will be provided to DRISC to inform decision making about Strategy implementation that reflects the voice of people with disability.

Overall, the Hub will integrate localised solutions and contribute to broader systemic disability reform by promoting inclusive practices, driving policy change, and fostering collaborative efforts that empower individuals and transform systems for the better.

The Hub processes will vary based on requirement and may be a mix of change management approaches, innovation labs, hackathon events, online and placed based events—depending on the ideal design for the initiative but also allowing for active involvement across the range of co-design and deep dive processes (outlined below).

1. Stakeholder preparation
2. Problem identification and definition
3. Exploration and Discovery activities
4. Sensemaking – collective interpretation of data, research evidence and story
5. Generation/brainstorming of possible solutions
6. Development of prototypes to test, based on criterion of feasibility, fit for purpose, inclusivity, and value for money
7. Action learning based on prototype experiences
8. Transparency of input and utilisation of feedback
9. Incorporate what works into policy/program/initiative/culture
10. Acknowledgement and celebration and sharing of lessons learned from each intervention.

Primary functions

The diagram below outlines the six key functions of the Hub:

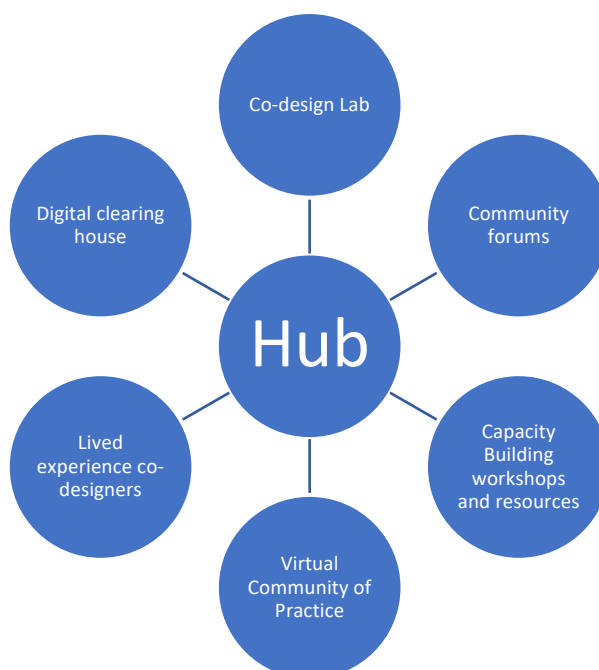


Figure 2: Six key functions of the Hub

a) Co-design lab

The Hub will act as a space to bring together the diverse stakeholders including people with disability and families/carers to work together in the activities of co-design through co-design lab.

Through the agreed upon priorities in an annual workplan agreed by DRIIC and DRISC, the co-design lab will have the purpose and functions to undertake deep dives into reform priorities to design, test, prototype policy and program design related to disability reforms and link to other Queensland Government responsibilities under the Australia’s Disability Strategy and key Government programs e.g. Brisbane 2032 Games Venue and Legacy Delivery Authority.

These activities will focus on the systems and strategic level identified and agreed priorities. The activities will be planned, designed and delivered with a diversity of people with disability including regional, rural and remote representation, Aboriginal and Torres Strait Islander peoples, and people from culturally and linguistically diverse backgrounds. Targeted strategies to engage cohorts considered people who are harder to reach would be designed in a way that is relevant and appropriate for cohorts in these settings.

b) Community forums

Effective transformational change processes include processes to bring stakeholders together to ensure people with disability and their families, government, community, business, and industry can access important and timely information about the disability reforms, implementation, and progress. This community engagement will be delivered through a series of in person community forums each year in agreed locations. This will act as a mechanism for bringing together multi-stakeholders in key place-based locations to provide them with information, get feedback and inform the disability reform activities at different stages of the implementation phases of the Queensland Disability Reform Framework.

c) Capacity building – workshops and resources

The Strategy outlines the detailed capability and competency development activities the Hub could provide as per section 4 – Capacity Building. Learning offerings would include development and delivery of capability and learning programs tailored to competency development in co-design, innovation

methodologies, and disability awareness. These programs are targeted to both people with disability, the disability sector, and the Queensland Government. Programs are accessible to people with disability and their families/carers, and resources including digital stories, best practice tools and case studies will be available via the digital clearing house for government agencies, and other stakeholders. The 'learning by doing' to build capability in co-design will also be achieved through community engagement activities that bring together multi-stakeholders that includes people with disability, families/carers, Government, community, business, and industry.

d) Lived experience co-designers

The development and coordination of a network or pool of experienced/expert co-designers, particularly individuals with lived experience of disability, who can actively contribute to different policy domains and projects, share insights, and mentor others. This group of co-designers will include diversity of lived experiences and disability.

e) Virtual Community of Practice

A state-wide virtual community of practice would be established and facilitated through the Hub where examples from both government and sector and personal lived experiences are shared in a structured opportunity to bring people together on a regular basis.

f) Digital Clearing House

An accessible collection/repository/library of best practice tools, methodologies, case studies, and success stories in cross-sector engagement and co-design that will be drawn from activities of Section 4 – Capacity Building. This repository serves as a valuable resource for learning and inspiration.

Disability Engagement and Co-design Hub					
	Experienced pool of lived experience co-designers with subject matter expertise across key reform portfolio areas				
Core function	Strategic level and place-based co-design activities for a cross section of stakeholders (people with disability, family, service delivery, community, and government)	Community engagement for a cross section of stakeholders (people with disability, family, service delivery, community, and government)	Capacity building activities for people with disability, families and carers	Capacity building activities for the disability sector	Capacity building activities for Queensland Government departments
What	Co-design, test, prototype, applied sense-making to deliver reform policy and program design	Provide information, seek feedback and raise awareness about disability reform implementation process	Build capacity and capability in policy development, engagement, sense-making, storytelling, and process facilitation	Build capacity and capability in effective co-design and engagement approaches and practice	Build capacity and capability in effective co-design and engagement approaches and practice
			Online knowledge repository to share best practice tools, methodologies, case studies and success stories in co-design		
			Statewide community of practice bringing together people with disability, disability sector, and government stakeholders to share practices and experiences in co-design		
When	Joint annual planning process with Hub and DCSSDS for workplan and timelines based on identified priorities	Schedule development based on key points of disability reform implementation to deliver community engagement and information	Program offered throughout the year	Resources available online and learning through experience	Resources available online and learning through experience
How	Co-design, community engagement, and capacity building activities may be delivered in-person and/or online				
	Project management, coordination, and delivery of Hub activities and resources				

Figure 3 – Primary functions of the Disability Engagement and Co-Design Hub

The primary functions of the Hub would be supported by:

Accessible engagement approaches

Mechanisms would include online forums, regular feedback sessions, and participatory leadership engagement approaches to engage the disability community in a coordinated manner. This ensures their voices are heard. Engagement methods would also include (but not be limited to) both physical and online engagement approaches such as those listed in the co-design section of the Strategy. Each engagement would be planned and tailored based on the outcomes sought and any limitations such as cost and time for each initiative.

The voices of people with intellectual disability and complex disability will be incorporated through adhering to supported decision-making principles and engaging with supported decision makers including families and guardians who navigate complex bureaucratic processes on their behalf.

Management processes will be put in place to alleviate fatigue and ensure trauma-informed approaches are embedded in the consultative framework.

Project management, coordination and delivery of the Hub

The sector partner responsible for leading implementation of the Strategy will be responsible for project management, coordination, and delivery of the Hub. An internal Program Management Office (PMO) for the Hub will develop processes and mechanisms for delivering a work plan agreed by DRIIC. This will involve developing structured processes to identify, prioritise, monitor, and execute projects that address key needs as part of the disability reforms. This Hub PMO will provide reporting to DRISC and be a primary liaison point for DRIIC when seeking input into key reform initiatives.

Collaborations and Partnerships

Establishment of partnerships with existing networks across the disability sector, academia, industry, NGOs, and government agencies will create a supportive ecosystem for sustainable innovation and co-design in the community sector.

The Hub will leverage and complement existing expertise, networks and activity across the disability sector and community, including funded disability peak bodies. It is expected that the skills, knowledge and expertise of existing peak and sector organisations will be leveraged as needed to ensure the Hub has widespread contributions and is able to leverage the systemic monitoring and reporting currently undertaken by peak and sector organisations.

Overall, the Hub would serve as a dynamic state-wide space where diverse stakeholders come together to innovate, co-create solutions, share knowledge, and empower communities, with a strong focus on inclusivity, accessibility, and impact in the disability community and beyond.

Feedback was clear that the Hub cannot exist in a silo and would need to collaborate and partner with a variety of stakeholders to enhance its impact and effectiveness. Potential collaborators identified via the consultation include those listed in the table below:

Stakeholder group	Link
Government agencies	Partnering with local, regional, and national government agencies involved in policymaking, service delivery, and funding allocation related to disability services and community development.
Disability leadership and peak bodies	Collaborating across disability leadership and peak bodies specialising or supporting in disability advocacy, support services, and community engagement to leverage their expertise, networks, and resources.
Academic institutions	Engaging with universities and research institutions including Queensland Disability Research Network, and other universities for knowledge exchange, research collaboration, and access to academic expertise in fields like social sciences, public policy, and inclusive design.
Industry and private sector	Partnering with businesses and private sector entities, funding support, pro-bono services (such as technology development or marketing), and expertise in scalable innovation.
Community groups and grassroots organisations	Collaborating with local community groups and peaks, grassroots organisations, and neighbourhood associations to ensure projects are community-driven, culturally sensitive, and responsive to local needs.
Technology and disability engagement and co-design hubs	Working with other interstate and local technology incubators, disability engagement and co-design hubs, to share learnings and opportunities for national innovation.
Lived experience experts	Continuously engaging and growing the pool of individuals with lived experience of disability as co-designers, advisors, and advocates to ensure solutions are inclusive, relevant, and meet real-world needs.
Professional associations and networks	Partnering with associations representing professionals in fields like social work, healthcare, psychology, and disability services to tap into their expertise, professional networks, and best practices.

Table 2 – A list of potential collaborators

By forming strategic partnerships across these sectors, the community sector innovation and co-design space can amplify its impact, leverage diverse expertise, and create sustainable solutions that benefit the disability community and broader society.

Best practice principles

The organisation responsible for leading implementation of the Strategy will create a best practice framework focused on innovation and co-design, drawing from global and Australian examples, and integrating several key dimensions including:

Inclusive and human-centered design and QDN’s Co-Design Principles

- Emphasise understanding the needs and perspectives of diverse community stakeholders, including those with lived experience through active listening, empathy-building exercises, and co-design workshops
- Ensure physical and digital accessibility of the Hub's resources, services, and events to be inclusive of diverse abilities and needs
- Ensure physical, attitudinal, communication and social environments change to enable people living with disability to participate on an equal basis with others based upon social model of disability
- Operate from trauma-informed practice framework.

Collaborative governance and partnerships

- Foster partnerships with government agencies, NGOs, academia, industry, and community groups to leverage diverse expertise, resources, and networks
- Facilitate co-governance models where community members, especially those directly affected by initiatives, have a meaningful role in decision-making processes.

Capacity building and learning

- Offer training programs, workshops, and mentoring opportunities to build capacity in co-design methodologies, innovation, and inclusive practices
- Establish a repository of best practices, case studies, and tools accessible to the public, supporting continuous learning and improvement.

Sustainable and scalable solutions

- Co-design initiatives and projects with sustainability in mind, considering long-term funding strategies, scalability, and replicability across different communities
- Define clear metrics and indicators to assess the impact of interventions on community wellbeing, inclusion, and empowerment.

Community engagement and ownership

- Promote active participation of community members in all stages of project planning, implementation, and evaluation
- Respect and integrate local cultural values, traditions, and community dynamics into initiatives to ensure relevance and acceptance.

Impact measurement and evaluation

- Design and support the implementation of robust evaluation frameworks to measure the social, economic, and environmental impact of projects on the community
- Establish mechanisms for continuous feedback and improvement based on evaluation findings and community input.

By incorporating these best practice dimensions over time into the Hub, this can create an environment that fosters collaboration, innovation, and positive social change while ensuring inclusivity, sustainability, and ethical integrity.

Section 3: Collaboration and co-design approaches

What is co-design with people with disability?

Co-design is the active involvement of people with disability in design and implementation processes across policy, legislation, services, and products. Co-design is inclusive and brings together government agencies, industry, business, community organisations, people with disability and their families and supporters around issues or opportunities.

It is a process of collaboration in which a diverse group of people with relevant skills, experience or interests come together to share expertise, identify, and design solutions to inform delivery of a product, service, policy, strategy, or legislation.

Working together in this way is a better way to get things done and ensure solutions from different perspectives are shared to ensure more peoples' needs are considered. Co-design means working 'with' people with disability, not 'to' them. Results are more appropriate and user-friendly.

Co-design should go beyond disability-specific issues. People living with disability use mainstream services and facilities and are affected by laws and policies that apply to everyone. People with disability need to be involved in disability-specific decisions, but also in decisions that affect the wider community.

What is the Queensland Government commitment to co-design?

The *Queensland's Disability Plan 2022-27: Together, a better Queensland* and the United Nations Convention on the Right of People with Disability (UNCRPD) set the context for Queensland's commitment to working in partnership with people with disability.

The Queensland Government is committed to co-design the implementation for initial actions in the Queensland Disability Reform Framework and is committed to consulting and co-design responses to specific Disability Royal Commission recommendations outlined in the Queensland Government response.

Best practice approach:

- *We do things with people with disability, not to them or for them*
- *Co-design empowers individuals and communities through working together with government to create the best possible responses to person-centred services*
- *We acknowledge that true co-design takes time and resources we may not have in every circumstance.*

Levels of co-design

Co-design can happen across an organisation/system simultaneously on many different projects and initiatives. These opportunities can be broken into four levels:

1. Individual: Examples include individualised support plans actively involving the person who requires assistance, their family/carers, service providers and other stakeholders
2. Service: Service level engagement with service-users (people with disability, their families, supporters) to redesign an existing service or program
3. Network: The community, town, or regional level. People co-design plans that meet the needs of the relevant population or community. This may involve multiple funders, service providers and programs, a wide range of service users, including people with diverse disabilities, and other stakeholders
4. System: The greatest opportunity for major transformational change may be where the design process considers a whole of system level. This may involve multiple levels of government,

numerous agencies, industry, organisations, communities, and individuals. This may result in the development of innovative solutions to issues, and reduction of siloed approaches.

Best practice approaches

Building genuine inclusion means changing the way we all do things. Government, industry, and organisations need to consider when to engage people with disability in planning cycles, and what that might look like. Co-design can take place across all phases of policy, project, or product creation.

The consultation with people with disability and their families and supporters strongly suggested that co-design must start early, at the priority setting and planning phase, and continue throughout the initiative to include evaluation and review. Engagement across a whole body of work ensures that government, industry, and organisations are doing 'with' rather than 'to' people. It makes for more effective, efficient, safe, person centred and user-friendly outcomes.

Effective and quality co-design includes the following key elements for all participants to:

- Have a shared understanding of the issue being addressed
- Are able to engage meaningfully in processes for identifying and making sense of issues, identifying options, prioritising, and crafting solutions
- Have time to reflect before responding
- Have reasonable opportunity to be heard and have their contribution acknowledged
- Have their contributions carry relatively equal weight
- See their contributions have a chance of being included in the final product, be that a new or amended policy, program, product, or service
- Be acknowledged for their contribution or have transparency around why their ideas were or were not taken on board
- Are remunerated appropriately for their time, skills and expertise.

The process, procedure, and principles for remuneration/compensation of people with disability or carers and ethical considerations will be actioned in the strategy following best practice guideline including:

- [QDN's Co-Design Principles](#)
- [Good Practice Guidelines for Engaging with People with Disability | Disability Gateway](#)
- [Follow ethical standards | Disability Gateway.](#)

Management processes will be put in place to alleviate fatigue and ensure trauma-informed approaches are embedded in the consultative framework.

There are excellent current state documented examples on how to collaborate and co-design with people with disability such as those listed above, but these are currently not captured in a single source. The Queensland Government and QDN have created factsheets and there are a number of examples of good practice in Queensland. The Hub will be a source of information, advice, co-design coaches and champions and lessons of good practice.

When to engage and to what level

All Queensland Government departments and stakeholders consulted acknowledge that changing the way government interacts with people with disability and their supporters requires greater effort and a genuine commitment to reform.

It is also acknowledged that the level of reform to come and expectation on consultation and co-design can at times be over burdensome for people with disability or their representatives who are not funded to provide input.

Engagement activities need to vary according to the level of influence that community members have on the process and the type and complexity of reform. It is expected DRISC will play a role in prioritising the focus areas for genuine co-design during annual planning processes.

The engagement continuum below can be used to understand and express the level of engagement that is achievable for specific engagement activities:

- Identify the level of influence people with disability could have
- Ensure people are informed about the level of influence they will have
- Be open to increasing the level of influence, if people with disability identify opportunities for better outcomes.

The International Association of Public Participation (IAP2) Spectrum of Public Participation outlines the level of participation that defines the public’s role in any public participation process.

	Inform	Consult	Involve	Collaborate/Codesign	Empower
Level of influence	No ability to influence the decision.	Low level of influence, usually participants are presented with an issue and proposed alternate/solution and asked for their reaction and comment.	Moderate. Stakeholder concerns and aspirations are directly reflected in the alternatives developed, and feedback is provided on stakeholder influence.	Moderate to high. Stakeholders directly involved throughout the process, including in formulating solutions and their advice and recommendations incorporated into final decisions to the maximum extent possible.	High – focus is on empowering people with disability to be their own designer, developer or implementer of ideas.
Goal	To provide people with disability with information to assist them in understanding the issues, opportunities, solutions.	Obtain feedback on analysis, alternatives and/or decisions.	Work with people with disability throughout a process to ensure concerns/ opinions are included in the decision-making process and development of solutions.	Co-designing with people with disability and other relevant stakeholders in each aspect of the decision, including development of alternatives and the identification of the preferred solution.	Assist stakeholders in conducting their own service or product development.
Promise made to people with disability by designer, developer or implementer	We will keep you informed.	We will keep you informed, listen to and acknowledge your concerns and aspirations and provide feedback on how your input influenced the design.	We will keep you informed, listen to and acknowledge your concerns and aspirations and provide feedback on how your input influenced the design.	We will look to you for advice and innovation in designing and producing the product and incorporate your advice and recommendations to the maximum extent possible. You are part of the decision team where possible.	We will provide advice and assistance as requested in line with your decisions for designing and conducting your prototyping, as well as for implementing the product.
Type of engagement	<ul style="list-style-type: none"> • Fact sheets, websites, information sessions • Informing the community with balanced and objective information around an issue or situation • Informing on a Government decision or direction 	<ul style="list-style-type: none"> • Public meetings, focus groups, surveys • Seeking comment on a proposal, action, or issue • Seeking feedback on a service or policy or product 	<ul style="list-style-type: none"> • Workshops, deliberative polling, expert panels • Paid disability expert consultants or contractors • Shared or specific deliverable accountabilities and responsibilities • Involving throughout the planning and delivery cycle, i.e. keeping informed and enabling further comment 	<ul style="list-style-type: none"> • Steering groups, advisory committees • Boards of management • Expert working groups • User testing • Planning hacks • Localised design pop-ups • Paid disability expert consultants or contractors • Shared or specific deliverable accountabilities and responsibilities 	<ul style="list-style-type: none"> • Business forums • Procurement guidelines • Small business advice • Days of service or mentoring • Citizen scientist

Table 3: The International Association of Public Participation (IAP2) Spectrum of Public Participation

Other key considerations

It was noted during consultation that at times it may not be optimal or feasible to undertake co-design processes, when the disadvantages outweigh the benefits of utilising a co-design approach. Also, while co-design may be used at a certain point/s in a process, it may not be feasible to utilise co-design at all stages in the engagement cycle. Guidance on when co-design will be optimally used will be informed by an established workplan, based on advice from DRISC and agreed by DRIIC, that will be delivered through the Hub.

Consultation also supported that it is important to label engagement activity correctly. Ensure the integrity of true co-design is maintained. Sometimes a genuine intent is compromised when there is insufficient time or process available for true co-design and trust is broken. Sometimes a process is promoted as co-design that is really consultation. Ideally optimise the engagement process for the best outcome but do not misrepresent the actual type of engagement that will be undertaken. At its heart, co-design is about working and deciding together.

It is about recognising that when we address complex problems involving multiple actors across government, the private sector and the broader community, it is incredibly unlikely that any one person will have the answer. It is important to acknowledge that co-design needs all stakeholders at the table. The sector partner responsible for leading implementation of the Strategy will work to ensure the contribution of people with disability in co-design activities is appropriately recognised and acknowledged.

Positive feedback was provided by disability service providers about their commitment to participation and engagement in sector reforms. It was however also noted that the current NDIS funding model focuses on individualised funding which constrains the ability of not-for-profit service providers to allocate staff wages and time to co-design and engagement approaches. New governance structures proposed in the strategy will be implemented and consideration of how to leverage existing funded peak bodies will occur to ensure a coordinated approach to service provider feedback and to enable representation of systemic issues as part of co-design processes.

Section 4: Capacity building

Capacity building for co-design

Co-design, particularly when involving people with disability, ensures that their insights, needs, and perspectives are incorporated into the design process of policies, services, products, and other areas. Capacity development capability and competencies are a blend of three dimensions as per the figure below:

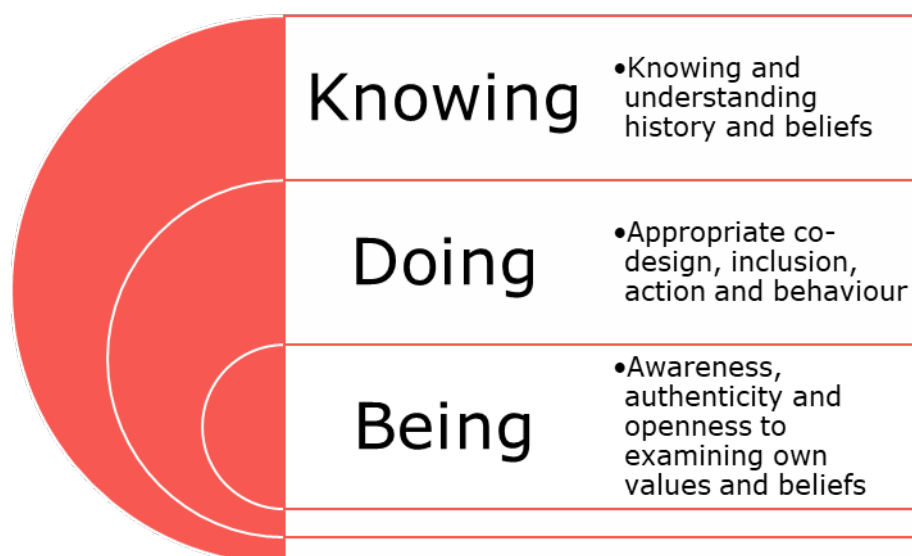


Figure 4: Capacity development capability and competencies

To effectively implement co-design with people with disability, it is crucial to establish core capabilities for both people with disability and agencies. All capability frameworks utilise competencies in some way, though most commonly they are referred to as performance descriptors or measures of proficiency. These competencies are typically assessed, and appropriate learning and development opportunities are provided to strengthen weaker areas.



Figure 5: Process for measuring capability

Building capacity in co-design and working together

To deliver on disability reforms the strategy will focus on capacity and competency building targeted to three primary stakeholder segments:

1. People with disability and family and carers
2. Queensland Government departments
3. The disability sector.

For people with disability and family and carers	For Queensland Government departments	The disability sector
<p>The Strategy will build the capacity and capability of people with disability and their representatives in co-design and strategic level engagement.</p> <p>People will develop knowledge, skills and expertise in good policy making processes and engagement activities.</p> <p>The aim is to grow the pool of people in Queensland with skills, expertise, and ability to engage effectively with specific government services.</p>	<p>The Strategy will build the capacity of mainstream government agencies to effectively engage in co-design with people with disability based upon good practice, effective creative inclusive approaches and accessible engagement.</p>	<p>The Strategy will build the capacity of the sector and leverage the existing skills in the sector to effectively engage in co-design with people with disability and government based upon good practice, effective, creative, and inclusive approaches and accessible engagement.</p>

Table 4: Capacity and competency building for primary stakeholder segments

It is acknowledged that when stakeholders are brought together in co-design processes, this will have benefits to attitudinal and cultural change that will also deliver tangible benefits for all stakeholders. The consultation outcomes supported a “learn by doing approach” as the most impactful culture and practice change driver as the preference, with the understanding that this ultimate form of co-design has impact upon resources and time.

There is a diverse spectrum of learning and development opportunities for people with disability and government agencies to build their capacity and capability as key stakeholders in public participation engagement and co-design.

The capabilities and competencies identified via consultation and from international and local best practice for the target groups can be found in Appendix 3.

For people with disability, it is acknowledged that Queensland has a strong reputation, experience and expertise in developing the leadership of people with disability and their families, alongside the mechanisms to deliver quality engagement and co-design which includes existing programs and pilots delivered by QDN and Community Resource Unit (CRU). It is acknowledged that many disability stakeholders have expertise in working with families.

QDN and CRU have worked together in other projects in partnership with complimentary focuses of people with disability and families. Examples of already co-designed, tested and implemented programs that can be easily scaled up and utilised as part of capacity building activities for people with disability and families/carers are outlined below. Additionally, other programs can provide complementary learning opportunities, pathways and access to people who have participated in programs such as the Emerging Leaders Program to be part of the Lived Experience Co-Designers group.

QDN currently delivers the following programs with and for people with disability:

- Emerging Leaders Program which is offered annually through a mixture of in person and online to 25 people through expression of interest process over an eight-month period that builds knowledge, skills and capacity in participatory leadership, systems thinking, working in complexity and individual leadership
- Introductory online workshop focused on consumer representation, QDN’s co-design principles and engagement

- QDeNgage has over 150 people registered as QDeNgage consultants delivering on a range of engagement activities with Government departments, businesses, industry, local councils, and the Commonwealth.

CRU has undertaken a project to develop and pilot training materials for people with disability, their families and carers to effectively participate in co-design.

DCSSDS also hosts a range of resources about co-design on their website at the following link:

<https://www.dcssds.qld.gov.au/campaign/queenslands-disability-plan/resources/training-resources>

It is noted that this is not an exhaustive list of existing capacity building and leadership initiatives in Queensland and is not an environmental scan of what is available. Specifically, it draws together QDN and CRU activities and will be considered as a point from which to leverage, alongside other best practice approaches in the sector.

Implementation

To uplift capacity and to help expand the pool of co-designers, the Strategy will develop a plan to deliver the following activities for capacity building for all target groups (outlined below) within an agreed annual workplan based upon allocated resources within budget for capacity building activities:

1. People with disability and families and carers
2. Queensland Government departments
3. disability sector.

The development of these resources and activities will follow the principles of co-design. The Hub will bring together key stakeholders across people with disability, families/carers, providers, and Queensland Government departments to inform the development of these resources to ensure they are fit for purpose and reflective of the different perspectives.

Capacity building activities through the Hub could include:

1. Principle and Practice Documents

Guidelines and best practices documents for inclusive co-design processes and projects (see section 2: Disability Engagement and Co-Design Hub).

2. Capability and Competency Assessment

Create a self-assessment tool for Queensland Government departments to identify current capabilities and gaps in inclusive co-design.

3. Workshops and Learning Opportunities

For people with disability and families/carers:

Through the Hub, deliver a suite of learning opportunities through short courses or workshops that can be delivered in person or online. These will draw from and utilise existing learnings and resources outlined above, and include:

- Introductory: Consumer representation, engagement, and co-design
- Middle level: Co-designing in action
- Masterclass: Systems design, living lab.

This would include specific competencies agreed upon through workplans for people with disability and families/carers who will act as 'subject matter experts' in portfolio specific co-design living lab and disability reform initiatives. The Hub will act as a mechanism to broaden the pool of skilled people with disability and families/carers who have the desire and skills to actively participate.

For the Queensland Government and the sector:

Through the Hub, deliver a suite of learning resources through access to online materials including videos, information sheets, and case studies to build capacity to enhance their understanding and ability to engage effectively with people with disability. Sharing of engagement and co-design outcomes from the Hub through government approved case studies and videos would ensure shared learnings across agencies and organisations.

For people with disability, the Queensland Government and the sector, capacity building resources would include stories of success and lessons contained in a catalogue of design examples that can be accessed via the Hub to inform and shape future co-design activities. This includes best case examples as well as examples where things did not go as well.

By integrating these core capabilities and competencies, people with disability with an interest in co-design involvement, and government departments, can ensure that their co-design processes are genuinely inclusive and responsive to the needs of people with disability. This approach not only enhances the quality and usability of the final outcomes but also promotes equity and empowerment within the community.

This approach will consider other existing frameworks for co-design such as those managed by the Public Service Commission and the Human Rights Frameworks, which will influence the processes followed.

Section 5: Data collection and assessment

Strategy reporting

The approach to Strategy reporting will develop over time and will need to be flexible for the life of the Strategy and as it is implemented. The sector partner responsible for implementing the Strategy and operating the Hub will provide:

- Reports to DRISC in line with the frequency and cadence of their meetings
- Reports to DRIIC in line with annual workplan and reporting framework requirements
- Annual progress report to be publicly available on Digital Clearing House and shared with stakeholders who have engaged in Hub activities, workshops, and forums
- Quarterly information updates/newsletters on reform implementation, which will include an update from DRISC to disability community, government, industry and sector. Distribution of this could be considered for the Department’s regular communication eblast to targeted stakeholders.

DRISC will **provide**:

- Report to DRIIC quarterly outlining key activities and emerging trends, data
- Update on activities to Hub quarterly for information newsletter
- Verbal report to QDAC and QCAC meeting at request of Chairpersons
- Verbal report to DRIIC meeting at request of Chairperson.

DRISC will **receive**:

- Reports of relevant data and information from DRIIC on reform implementation in line with the frequency and cadence of their meetings
- Other relevant data sources agreed with by DRIIC.

Development of data collection tools and measurement

A data collection tool could be developed in partnership with a university to measure impact and outcomes of the Strategy. This will also include specific measurement of impact and outcomes of the Hub and Capacity Building activities.

The Strategy proposes to improve the collection and use of data about engagement with people with disability across government to better inform evidence-based policy and programs and strengthened outcomes reporting.

The following outlines the potential key measures and approaches for monitoring the impact and outcomes of the Hub and Capacity Building activities:

(a) Disability Engagement and Co-design Hub

Potential success measures of the Hub	
Theme	Measure
Community engagement and satisfaction	<ul style="list-style-type: none"> • Measure the level of engagement and participation of individuals with disability and community stakeholders in co-design processes and activities. • Conduct regular surveys to assess stakeholder satisfaction with the Hub's services, programs, and outcomes.
Capacity building and skills development	<ul style="list-style-type: none"> • Assess the acquisition of new skills and capabilities among stakeholders involved in co-design processes, including community

Potential success measures of the Hub	
Theme	Measure
	<p>members, people with disability, co-design champions, Queensland Government agencies, and policymakers.</p> <ul style="list-style-type: none"> • Measure the effectiveness of training and capacity-building programs in enhancing knowledge and understanding of disability issues and inclusive practices.
Collaborative partnerships and networks	<ul style="list-style-type: none"> • Track the growth and diversification of partnerships with government, academia, industry, and community organisations involved in disability reform initiatives. • Evaluate the effectiveness of collaborative networks in sharing resources, expertise, and best practices to support systemic change.
Innovation and impact metrics	<ul style="list-style-type: none"> • Measure the success rate of prototyped solutions in addressing identified challenges and improving outcomes for people with disability. • Assess the scalability and replicability of successful innovations to other communities and regions, enhancing broader systemic impact.
Influence	<ul style="list-style-type: none"> • Monitor media coverage and public awareness campaigns highlighting the hub's initiatives, impact stories, and advocacy efforts. • Track the Hub's influence on public discourse, awareness, and advocacy for disability rights and inclusive policies at local, regional, and national levels.
Long-term sustainability	<ul style="list-style-type: none"> • Assess the sustainability of impact over time, including the longevity of implemented reforms and innovations in supporting the needs of people with disability.

Table 5: Potential success measures of the Hub

Measuring these success indicators requires a combination of qualitative and quantitative methods, including surveys, interviews, case studies, impact assessments, and longitudinal studies. Regular monitoring and evaluation are crucial to adapt strategies, refine approaches, and ensure continuous improvement towards achieving meaningful systemic disability reform through community-based innovation and co-design.

(b) Capacity building

The measurement of capability development will incorporate both reporting from the Hub as well as government department-generated data (to be sourced via DRIIC) that align with core competencies which will include:

- Number of relevant public sector teams participating in disability engagement and co-design
- Number of participants (people with disability, families/carers and Queensland Government employees) to access capacity building activities, workshops, and resources including digital clearing house
- Number of projects using a Disability Engagement and Co-Design Hub influenced inclusion or co-design process
- Percentage of participants (people with disability, families/carers and Queensland Government employees) that report improved understanding of disability inclusion and co-design processes, skill and awareness through government engagement surveys

- Perception from people with a disability that inclusive practices, behaviours and mindsets are changing and increasing
- Proposed measures and key performance indicators will be developed over time and need to be flexible throughout implementation and over the life of the Strategy.

Intersection with broader reporting on outcomes for people with disability

To make sure the Strategy is progressing and supporting the delivery of improved outcomes for people with disability, it will be necessary to ensure connection with the broader reporting framework to be put in place by the Queensland Government. This will ensure that the Strategy can support and act as an information source for planning and decision making and there will be mechanisms to bring transparency to progress and indicate areas of course correction and reprioritisation where required.

The sector partner responsible will work closely with DRIIC to establish these necessary linkages as part of implementation of the Strategy with the involvement of DRISC.

Privacy and information security principles

- Undertake data capture, monitoring and reporting in alignment with information privacy legislation
- Use approved data transfer processes
- Ensure data is accurately entered at the source
- Provide a mechanism to review the information
- If data can be obtained electronically from a pre-existing validated source, use that method instead of manually entering information
- When designing project solutions, ensure compliance with applicable data security regulations
- Ensure informed consent is obtained in a legal, ethical and professional manner and any issues are identified and appropriately addressed
- Store private information securely in line with legislative requirements.

Appendices

Appendix 1 – Underpinning research

International and National Examples

Several countries and regions have implemented best practice models for disability reform that involve people with disability in the consultation process for all strategies and projects. Here are some notable examples:

1. Australia - National Disability Insurance Scheme (NDIS)

Description: The NDIS represents a significant reform in disability services in Australia, providing individualised support to people with disability.

Best practices:

- Co-design Approach: People with disability, their families, and caregivers were actively involved in designing the scheme.
- NDIS Advisory Council: Includes individuals with lived experiences of disability to ensure the perspectives of those with disability are central to decision-making.
- Extensive Consultation: Multiple rounds of consultations, workshops, and public forums were conducted across Australia to gather input from people with disability.

2. New Zealand - Enabling Good Lives (EGL)

Description: EGL is a disability support system focusing on giving people with disability greater choice and control over their lives.

Best practices:

- Leadership by Disabled People: The governance and design of EGL involve significant input from individuals with disability.
- Pilot Programs: Initial pilots in Christchurch, Waikato, and the Mid Central regions were developed and refined through extensive community consultation.
- Independent Evaluation: Continuous feedback and evaluation by disabled individuals to ensure the program meets their needs.

3. United Kingdom - Disability Rights UK (DRUK)

Description: DRUK works to promote the rights of people with disability and influence public policy.

Best Practices:

- Policy Consultation: Regular consultations with disabled individuals on policy changes and new initiatives.
- User-led Research: Research projects led by people with disability to inform policy and practice.
- Inclusive Committees: Participation of disabled people in various government and advisory committees.

4. Canada - Accessibility Strategy for the Public Service

Description: The Strategy aims to make the Canadian federal public service the most accessible and inclusive in the world.

Best Practices:

- Inclusive Consultation: Extensive engagement with people with disability to shape the strategy.
- Accessible Tools: Use of accessible digital tools and platforms for consultation.
- Feedback Mechanisms: Ongoing opportunities for people with disability to provide feedback on the strategy's implementation.

5. United States - Americans with Disability Act (ADA) Implementation

Description: The ADA is a landmark civil rights law that prohibits discrimination based on disability.

Best Practices:

- Advisory Committees: Inclusion of individuals with disability in advisory roles to oversee the implementation of the ADA.
- Public Hearings: Regular public hearings and consultations with the disability community.
- Grants and Funding: Funding for disability organisations to conduct outreach and gather input from the community.

6. Sweden - LSS (Act Concerning Support and Service for Persons with Certain Functional Impairments)

Description: LSS is a Swedish law that ensures individuals with disability have access to support and services.

Best Practices:

- User Involvement: Individuals with disability are involved in the planning and delivery of services.
- Personal Assistance Programs: Programs designed based on feedback and needs expressed by people with disability.
- Consultation Forums: Regular forums and meetings to discuss and review service provisions.

7. Ireland - Comprehensive Employment Strategy for People with Disability

Description: A strategy aimed at increasing employment opportunities for people with disability.

Best Practices:

- Stakeholder Engagement: Extensive engagement with people with disability, employers, and advocacy groups.
- Inclusive Committees: Representation of people with disability on steering and advisory committees.
- Progress Monitoring: Regular monitoring and public reporting on the progress of the strategy, with feedback from disabled individuals.

These examples illustrate the importance of actively involving people with disability in all stages of strategy and project development. The common thread across these best practices is the emphasis on co-design, inclusive consultation, and continuous feedback, ensuring that the perspectives and needs of people with disability are integral to the reform processes.

Co-design and Disability Engagement and Co-Design Hub examples

From our research there are a number of examples globally where initiatives similar to the proposed community sector innovation and co-design space including:

- The Australian Centre for Social Innovation (TACSI): TACSI focuses on developing and scaling innovations that improve the lives of disadvantaged and marginalised communities in Australia.

They employ co-design methodologies involving community members, government agencies, and NGOs to address complex social challenges.

- CSIRO's Data61: Data61 is Australia's leading digital innovation network. They collaborate with industry, government, and academia to develop technology solutions that address societal challenges, including healthcare, agriculture, and smart cities. Their approach often includes community engagement and co-design principles to ensure the relevance and effectiveness of their innovations.
- The Centre for Social Impact (CSI): CSI is a collaboration between several Australian universities (including UNSW, Swinburne, and UWA) that conducts research and education aimed at creating positive social impact. They engage in co-design processes to develop innovative solutions to societal challenges and to empower communities.
- Swinburne University's Social Innovation Research Institute (SIRI): SIRI focuses on advancing social innovation through research, education, and community engagement. They collaborate with industry, government, and community organisations to co-design solutions that address issues such as health, education, and environmental sustainability.
- Nesta (UK): Nesta is a UK-based innovation foundation that supports innovators and innovations in various sectors, including social innovation. They run programs and initiatives that involve co-design with communities to tackle societal issues and promote inclusive innovation.
- MaRS Discovery District (Canada): MaRS Discovery District in Toronto, Canada, is a hub for innovation and entrepreneurship. They have initiatives focusing on social innovation, including programs that engage community stakeholders and co-design solutions to address local and global challenges.
- Stanford d.school (USA): Stanford University's d.school (Hasso Plattner Institute of Design) is known for its design thinking approach, which emphasises empathy, ideation, and prototyping. While not exclusively focused on community sector innovation, they provide methodologies and frameworks that can be applied to co-design processes in various sectors, including social innovation.
- The Social Innovation Exchange (SIX): SIX is a global network of social innovators and organisations that promote collaboration and learning in social innovation. They facilitate exchanges of knowledge, best practices, and resources among stakeholders from different sectors to drive social change.
- OpenIDEO: OpenIDEO is an online platform and community that engages a global network of designers, innovators, and community members in collaborative problem-solving. They use human-centered design principles to co-create solutions for social and environmental challenges worldwide.
- The Partnership on AI (PAI): PAI is a multi-stakeholder initiative that brings together technology companies, civil society organisations, researchers, and others to work together on AI development and policy. While not exclusively focused on social innovation, PAI demonstrates how diverse stakeholders can collaborate on ethical and inclusive AI development.

From our research, these examples showcase different approaches to fostering collaboration, innovation, and co-design across sectors and regions, often with a focus on addressing social challenges and promoting inclusivity. Each initiative highlights the importance of partnerships, community engagement, and leveraging diverse expertise to create meaningful impact.

Key themes relevant to Queensland

From the research the following best practices have been summarised to inform Queensland's disability stakeholder engagement approach, ensuring inclusive and effective engagement with all stakeholders, would include the following key elements:

1. Co-design approach - Involve people with disability in all stages:

- **Governance:** Include people with disability in the steering committee and advisory boards.

- Design: Collaborate with individuals with disability to design the engagement, strategy development, implementation, and data collection and assessment to report and measure on outcomes of strategy.
2. Comprehensive stakeholder engagement - Broad and inclusive stakeholder mapping:
 - Identify all relevant stakeholders, including government agencies, people with disability, advocacy groups, service providers, families, and caregivers.
 3. Diverse engagement methods - Use multiple consultation methods:
 - Co-design living lab to integrate research and innovation processes to bring together people with disability and families/carers, policy makers, researchers, and disability sector to design, test and refine ideas, strategies, concepts and solutions in implementation of disability reforms.
 - Workshops and forums: Conduct in-person and virtual sessions across different regions.
 - Surveys and questionnaires: Distribute accessible surveys widely.
 - Focus groups: Organise targeted discussions with specific groups.
 - Online platforms: Create accessible digital platforms for continuous engagement.
 4. Accessibility and Inclusion - Ensure All Engagements are Accessible:
 - Materials: Provide information in various formats (Braille, large print, easy read).
 - Venues: Choose accessible locations for meetings.
 - Support services: Offer sign language interpreters, personal assistants, and transportation.
 5. Transparent communication - Regular and clear communication:
 - Key messages: Develop clear, consistent messages about the goals and processes.
 - Communication channels: Use multiple channels (social media, websites, community networks) to reach a wide audience.
 - Updates and feedback: Provide regular updates and create feedback loops to keep stakeholders informed and involved.
 6. Continuous feedback and adaptation - Iterative process with ongoing feedback:
 - Feedback mechanisms: Establish channels for ongoing feedback
 - Regular reviews: Periodically review and adjust the strategy based on stakeholder input and feedback.
 7. Monitoring and evaluation - Track progress and measure impact:
 - Success criteria: Define clear indicators of success.
 - Monitoring framework: Implement mechanisms to track progress.
 - Reporting: Provide regular reports to stakeholders and make adjustments as needed.
 8. Inclusive decision-making - Empower stakeholders in decision-making:
 - Shared decision-making: Ensure that people with disability have a real influence on decisions.
 - Transparency: Be open about how decisions are made and how stakeholder input is used.

By adhering to these good practices, Queensland can ensure that its consultation process for disability reform is comprehensive, inclusive, and effective, truly reflecting the needs and perspectives of all stakeholders involved. It is likely that Queensland will lead the way for other states on these reforms with this future proofed and well consulted Strategy.

Appendix 2 – Other governance options

Other governance options identified via consultation included the following:

1. Establish an independent Queensland Commissioner for Disability as statutory authority with part of role to include oversight function for the implementation of recommendations coming out of the Disability Royal Commission and NDIS Review, and other key disability reforms generated through parliamentary processes
2. QDAC and DRIIC to meet together four times per year with out of session meetings with specific focus on disability reform
3. No change and independently existing structures continue to work within their remit with no linkages.

Table 6 provides a summary of the analysis of the pros and cons of each option.

Ideal Option	Option 1	Option 3	Option 4
Disability Reform Implementation Strategy Committee	Independent Commissioner for Disability	QDAC and DRIIC meeting together 4 times a year	No change
<p>Pro A cross-sectoral committee which is a bridge between primary stakeholders.</p> <p>A reform focus on delivery, prioritisation and impact assessment.</p> <p>A commitment to delivering structural mechanisms that enable the representation of people with disability as part of governance arrangements for reform implementation.</p>	<p>Pro An independent commission for disability in line with national themes.</p> <p>A true independent voice to navigate the formal government process.</p> <p>The gold standard and a commitment to disability reform agenda.</p>	<p>Pro A coming together of the two groups which currently have no connection formally.</p>	<p>Pro Consistency of being part of the current process and input into current Disability Service Plans.</p>
<p>Con The need to be transparent on accountabilities and responsibilities between QDAC, QCAC and DRIIC so this Committee can deliver added value and not duplication.</p>	<p>Con Time and resourcing to establish and reform governance are required now.</p> <p>Takes a legislative change.</p>	<p>Con Current terms of reference for different groups do not deliver key accountability and roles in reform implementation.</p> <p>Does not provide a dedicated broad stakeholder representative focus on reform governance like any other significant transformation.</p>	<p>Con Existing structures were perceived to not be effective and not cascading of messages.</p> <p>Existing structures were perceived to be siloed and missing key statutory and sector representatives.</p>

Table 6: Governance options analysis

Appendix 3 – Core capabilities for capacity building activities

The following elements outline a diverse range of core capabilities that can be considered in the development of capacity building activities for:

1. People with disability and family/carers
2. Queensland Government departments and sector partners.

Capability Framework People with disability		
Core Capability	Description	Competency
Principles and process of co-design and engagement	<ul style="list-style-type: none"> • Co-design principles, indicators and good practice implementation. • IAP2 spectrum of public participation. • Co-design process based upon discovery, sense-making, prototyping. 	<ul style="list-style-type: none"> • Knowledge of principles of co-design and good engagement • Phases of co-design approaches including discovery, sense-making and prototyping • Divergent and convergent thinking • Skills to translate knowledge to practice
Representation and impact	<ul style="list-style-type: none"> • Understand representation as individual or collective • Understand individual and collective impact and ensuring it directly impacts the final outcomes. • Understanding of principles and application of conflict of interest. 	<ul style="list-style-type: none"> • Representation • Participant empowerment • Stakeholder identification • Conflict of interest awareness
Lived experience leadership	<ul style="list-style-type: none"> • Personal motivations, boundaries and triggers. • Effectively sharing lived experience. 	<ul style="list-style-type: none"> • Shared leadership principles • Critical thinking and reflection
Inclusivity and Accessibility	<ul style="list-style-type: none"> • Create an inclusive environment where diversity of disability is understood, respected and good engagement together occurs, people with all different disabilities feel comfortable and valued. • Promote awareness and respect for the diverse experiences of people with disability. 	<ul style="list-style-type: none"> • Knowledge of inclusive participatory processes • Working effectively with diversity • Environmental adaptation Respect for diversity • Cultural safety • Disability awareness
Collaboration and Partnership	<ul style="list-style-type: none"> • Understanding of key stakeholders and systems. • Develop strong partnerships with key stakeholders across the sector. • Work in collaborative models of engagement from the beginning and maintaining their involvement throughout the process. 	<ul style="list-style-type: none"> • Inclusive engagement • Stakeholder planning and strategy • Stakeholder engagement
Flexibility and Adaptability	<ul style="list-style-type: none"> • Be open to working changing plans and designs. • Listen and adapt methods and tools. 	<ul style="list-style-type: none"> • Adaptive design • Method adaptation • Reflective practice

Capability Framework People with disability		
Core Capability	Description	Competency
Communication and Feedback	<ul style="list-style-type: none"> Active listening. Solutions based. Effective communication. 	<ul style="list-style-type: none"> Clear communication Feedback analysis
Research and Insights	<ul style="list-style-type: none"> Knowledge, skills and ability to undertake analysis, synthesis of Citizen scientists. 	<ul style="list-style-type: none"> Inclusive research methods Needs assessment Impact assessment
Tools and Methodologies	<ul style="list-style-type: none"> Develop and use accessible co-design tools (e.g., tactile models, screen readers, accessible surveys). Apply inclusive design methodologies like participatory design, universal design, and user-centred design. Systems thinking approach (both in terms of structure/purpose of public and private agencies and in the mechanisms of influence and change – ecosystem approach). 	<ul style="list-style-type: none"> Development of accessible tools Application of design methodologies Project and program management Change management Systems thinking Complex systems
Facilitation and participatory leadership	<ul style="list-style-type: none"> Ability to engage and facilitate diverse groups and ensure everyone’s voice is heard. Use techniques that encourage participation from individuals with varying communication abilities. Demonstrate excellent relationship building skills and empathy. Unconscious bias and respectful application of power. 	<ul style="list-style-type: none"> Group management. Facilitation Encourage of participation Relationship building Respectful power application Bias awareness
Technology and Innovation	<ul style="list-style-type: none"> Leverage assistive technologies to aid participation (e.g., speech-to-text software, eye-tracking devices). Innovate new ways to ensure diverse voices are engaged and heard. 	<ul style="list-style-type: none"> Assistive technology utilisation Innovation in inclusion Technological competency specific to application
Evaluation and Iteration	<ul style="list-style-type: none"> Establish mechanisms to evaluate the effectiveness of the co-design process. Iterative design based on continuous feedback and testing. Build capability in measuring and analysing co-design outcomes. 	<ul style="list-style-type: none"> Evaluation mechanisms Iterative improvement Performance analysis
Policy and Advocacy	<ul style="list-style-type: none"> Understand and incorporate relevant disability policies and legal requirements. Advocate for systemic changes based on co-design findings. Understand the nature of policy and program design. 	<ul style="list-style-type: none"> Policy knowledge Systemic advocacy

Table 7: People with disability and family/carers

Capability Framework Mainstream Agencies and sector partners		
Core Capability	Description	Competency
Inclusivity and Accessibility	<ul style="list-style-type: none"> • Ensure all materials, meetings, and communications are accessible (e.g., provide sign language interpreters, accessible documents, and physical accessibility). • Create an inclusive environment where people with disability feel comfortable and valued. 	<ul style="list-style-type: none"> • Knowledge of accessibility standards • Resource allocation for accessibility • Environmental adaptation
Empathy and Understanding	<ul style="list-style-type: none"> • Build a deep understanding of the diverse experiences and challenges faced by people with disability. • Increase understanding of disability awareness and inclusion. • Foster a culture of empathy and understanding towards people with disability. • Promote awareness and respect for the diverse experiences of people with disability. 	<ul style="list-style-type: none"> • Respect for diversity • Cultural safety • Disability awareness
Collaboration and Partnership	<ul style="list-style-type: none"> • Develop strong partnerships with disability organisations and advocates. • Engage stakeholders from the beginning and maintaining their involvement throughout the process. 	<ul style="list-style-type: none"> • Inclusive engagement • Stakeholder planning and strategy • Stakeholder engagement
Flexibility and Adaptability	<ul style="list-style-type: none"> • Be open to changing plans and designs based on feedback from people with disability. • Listen and adapt methods and tools to suit the needs of participants with different disability. 	<ul style="list-style-type: none"> • Adaptive design • Method adaptation • Reflective practice
Communication and Feedback	<ul style="list-style-type: none"> • Ensure clear and open communication channels. • Provide regular updates and seek continuous feedback from participants. 	<ul style="list-style-type: none"> • Clear communication • Feedback analysis
Representation and Empowerment	<ul style="list-style-type: none"> • Ensure diverse representation of people with disability in the co-design process. • Empower participants by valuing their input and ensuring it directly impacts the final outcomes. • Understand principles and application of conflict of interest. 	<ul style="list-style-type: none"> • Diverse representation • Participant empowerment • Stakeholder identification • Conflict of interest awareness
Research and Insights	<ul style="list-style-type: none"> • Conduct thorough research to understand the specific needs and challenges of different disability groups. 	<ul style="list-style-type: none"> • Inclusive research methods • Needs assessment • Impact assessment

Capability Framework Mainstream Agencies and sector partners		
Core Capability	Description	Competency
	<ul style="list-style-type: none"> Utilise inclusive research methods that accommodate various disability. 	
Tools and Methodologies	<ul style="list-style-type: none"> Develop and using accessible co-design tools (e.g., tactile models, screen readers, accessible surveys). Apply inclusive design methodologies like participatory design, universal design, and user-centred design. Systems approach (both in terms of structure/purpose of public and private agencies and in the mechanisms of influence and change – ecosystem approach). 	<ul style="list-style-type: none"> Development of accessible tools Application of design methodologies Project and program management Change management Systems thinking
Facilitation Skills	<ul style="list-style-type: none"> Train facilitators to manage diverse groups and ensure everyone’s voice is heard. Use techniques that encourage participation from individuals with varying communication abilities. Demonstrate excellent relationship building skills and empathy. Unconscious bias and respectful application of power. 	<ul style="list-style-type: none"> Group management Facilitation Encourage of participation Relationship building Respectful power application Bias awareness
Technology and Innovation	<ul style="list-style-type: none"> Leverage assistive technologies to aid participation (e.g., speech-to-text software, eye-tracking devices). Innovate new ways to include people with disability in virtual and in-person co-design sessions. 	<ul style="list-style-type: none"> Assistive technology utilisation Innovation in inclusion Technological competency specific to application
Evaluation and Iteration	<ul style="list-style-type: none"> Establish mechanisms to evaluate the effectiveness of the co-design process. Iterative design based on continuous feedback and testing with people with disability. Build capability in measuring and analysing co-design outcomes. 	<ul style="list-style-type: none"> Evaluation mechanisms Iterative improvement Performance analysis
Policy and Advocacy	<ul style="list-style-type: none"> Understand and incorporate relevant disability policies and legal requirements. Advocate for systemic changes based on co-design findings. Understand the nature of policy and program design. 	<ul style="list-style-type: none"> Policy knowledge Systemic advocacy
Funding and Resources	<ul style="list-style-type: none"> Secure funding to support the participation of people with disability and sectoral representatives (e.g., compensating participants, covering 	<ul style="list-style-type: none"> Funding acquisition Resource allocation Initiative budget and resource management

Capability Framework Mainstream Agencies and sector partners		
Core Capability	Description	Competency
	<p>accessibility costs and hours of engagement).</p> <ul style="list-style-type: none"> • Allocate resources to sector representatives and to initiatives to ensure sustainable and ongoing co-design practices. • Implement Co-design with People with Disability who are trained and funded to provide input. 	<ul style="list-style-type: none"> • Training for input

Table 8: Queensland Government and disability sector partners