

Walking the Talk

**A framework for effective engagement with
people with disability, families and people
who support them**

for Disability Services Queensland

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1. Introduction

This framework relates to the development and review of law, policy and practice affecting the lives of people with disability.

The intent of the document is to assist Disability Services Queensland and others involved in public policy to use appropriate strategies and to provide useful information for consultation to engage effectively with people with disability, family members and advocates, service providers, peak bodies and networks, and other interested individuals.

It may be of considerable use to other departments whose personnel have significant involvement with people with disability, such as Health, Housing, Education and Transport. Accordingly, it is recommended that Disability Services Queensland, as lead agency, liaises with the Department of Communities in order to include these guidelines as part of the suite of community engagement resources currently in production.

2. What is Community Engagement?

This framework links directly with the Queensland Government's key priority of *Community Engagement and a Better Quality of Life*, which is spelt out in the *Community Engagement Improvement Strategy*. This strategy supports those who work in the public sector to implement effective laws, programs and activities and to engage the public in their development and review. The strategy defines a number of elements that form the basis of the process of engagement. This framework adopts these definitions, and builds on their practical application in engagement with people with disability, family members and people who support them.

▪ **Community engagement**

The arrangements for citizens and communities to participate in the processes used to make good policy and to deliver programs and services

▪ **Community-Government engagement**

The broad spectrum of interactions, ranging from one-way information sharing, to two-way consultation and active participation in decision making processes

▪ **Information**

The one-way relationship in which government produces and delivers information for use by citizens, covering both 'passive' access to information upon demand by citizens and 'active' measures by government to disseminate information

▪ **Consultation**

The two-way relationship in which citizens and communities provide feedback to government, based on the prior definition of the issue on which citizens' views are being sought, and requiring the provision of information

▪ **Active participation**

The relationship based on working with government, in which citizens and communities actively engage in the policy making process, acknowledging a role for citizens in proposing policy options and shaping the policy dialogue, although the responsibility for the final decision or policy formulation rests with the elected government.

(Community Engagement Division
Directions Statement p5)

3. Principles that drive the Engagement Process

This framework also endorses the principles for engagement outlined in the Directions Statement and extends their practice into areas for which Disability Services Queensland is responsible.

Principles outlined in the Community Engagement Division Directions Statement	What these principles mean in relation to people with disability, family members and people who support them
<p>Inclusiveness Connecting with those who are hardest to reach</p>	<ul style="list-style-type: none"> ▪ People with disability and those who support them have a central role in policy development, planning and decision making on strategic issues that effect their lives. ▪ All practices and processes of engagement on issues which relate to people with disability ensure that a wide range of people with disability are actively and meaningfully included. ▪ The engagement process ensures the inclusion of people with disability who would not typically be involved unless a dedicated effort were made to engage with them. ▪ Engagement is guided by the principles and objectives of the Disability Services Act (or its new equivalent/s).
<p>Reaching out Changing the ways government and community work together for the better</p>	<ul style="list-style-type: none"> ▪ People who are isolated through geography, environment, culture, support need or lack of access to information are provided with opportunities and supports to engage with government in non-traditional ways.
<p>Mutual respect Listening, understanding and acting on experiences different from our own</p>	<ul style="list-style-type: none"> ▪ Engagement with the disability community has the underpinning aim of building mutual knowledge and understanding of the critical issues and using the information gained from people's involvement as the basis for making change. ▪ A developmental approach to engagement with people with disability and their families is followed which supports the development of skills and offers opportunities to share knowledge, analyse information and develop leadership roles. ▪ The expertise which comes from lived experience is recognised and respected.
<p>Integrity Promoting integrity in the democratic</p>	<ul style="list-style-type: none"> ▪ Network connections are actively developed and supported within local communities so that people are known and are invited to participate by others with whom they have known

<p>processes of government engagement</p>	<p>connections and trusting relationships.</p> <ul style="list-style-type: none"> ▪ A range of strategies, approaches and participation tools are used to ensure the communication needs and preferences of a wide range of individuals are met . ▪ Resources are put towards ensuring effective and appropriate supports are in place to enable the participation of all people. ▪ Guidelines to ensure information, processes and venues are accessible to all people are followed in each instance.
<p>Affirming diversity Changing the processes of government to incorporate diverse values and interests</p>	<ul style="list-style-type: none"> ▪ All engagement processes are accountable, fair and transparent. ▪ Engagement processes involve people with disability, family members and advocates, service providers, peak bodies and networks, and other interested individuals in ways which minimize conflict of interest and actively work on developing mutual trust and confidence. ▪ Diversity includes people with different disabilities, people with high or complex support needs and their families, and people from urban and rural areas, culturally and linguistically diverse backgrounds and Aboriginal and Torres Strait Islander people.
<p>Adding value Working productively together to add value in policy development, and program and service planning.</p>	<ul style="list-style-type: none"> ▪ Engagement is about encouraging the active citizenship of people with disability. ▪ Key leadership of people with disability, family members and people who support them is acknowledged and used in decision making about the scope and nature of the engagement. ▪ Participation of people in non-paid roles is acknowledged and compensated. ▪ Participants are shown responsiveness to the information learned and are given feedback which ensures that their views, thoughts and ideas have had influence.

4. Selecting Appropriate Engagement Strategies

In the development and review of government legislation, policy or practice, different issues will require different levels of engagement with people with disability, family members and people who support them. There is no one hard and fast rule which will effectively address all situations.

The following section raises some initial questions that need to be addressed in any engagement process.

Where to Start

In deciding where to start, consideration will be given to the following questions:

- What level is this engagement process about? Is it legislation, policy or practice?
- How relevant is the issue in question to the lives of people with disability?
- Who are some key people who have broad knowledge of these issues and can give insight into how they affect the lives of people with disability?
- How do we ensure that these key people with disability, family members, advocates, providers of supports and other relevant people come together to draw out what the issues are in partnership with government?
- Who can facilitate this process best, without conflicts of interest?

Sequencing

Broad legislation and guidelines drive the policy framework, which in turn drives the policy, which then drives the practice of government. It is important that these aspects are in sync so that coherency is apparent right throughout the processes of government.

- An appropriate sequence of engagement, consultation and information delivery will be developed for each major issue.
- Large scale, public consultations will be conducted one at a time and in logical order:
 - ↓ Legislation and guidelines
 - ↓ Policy frameworks
 - ↓ Policy reform
 - ↓ Practice reform
- Information gathered from one process will be used to inform the process of others. Information regarding a suite of consultation will be provided well ahead of time so participants can decide where they would prefer to put their energy and expertise.

Using existing data and information

The importance of building of trusting relationships between Disability Services Queensland and key people, their organisations and their networks

cannot be underestimated in any process of engagement with the community. Concerted efforts need to be made to develop and maintain connections that are so essential for government and community to work well towards similar ends. Good relationships will help to guide the decision making prior to any consultation process and will ensure better outcomes in the lives of people with disability, as well as better government laws, policy and practice. These are addressed in section 7 of this document.

Gaining initial ideas of what to consult about must include the use of preliminary focus groups where some identified individuals and organisations are brought together to brainstorm key issues to be decided regarding the broad content and process parameters for any engagement process on a particular issue. This would then set the scene for the beginnings of proper partnership.

- The development of information on which consultation processes are based will happen in response to early consultation with people with disability, family members and advocates, service providers, peak bodies and networks, and other interested individuals. Refer to Section 7, Active Participation Guidelines for further detail.

Consultation management – steering committees and reference groups

Peak bodies, networks and state-wide organisations have an important role in early focus groups, or in the steering committees which later guide the process. They also have networks linking directly to the lives of people with disability. However not all individuals or groups will always want to be working reactively to government agendas. They will have their own priorities, which will need to be respected when they do not necessarily fit with those of government.

- Engagement on all issues of significant scope will be coordinated through a steering committee.
- The steering committee will comprise the departmental members and relevant individuals and organisations with demonstrated expertise or experience in the issue under discussion. Refer to section 7, Active Participation Guidelines, for further detail.
- Where relevant, a reference group will also be established to provide input on the development of information to support consultation. Reference groups will be comprised of representatives of the department and individuals and organisation representatives who have expertise in the issue under discussion.

Facilitation of consultation projects

Where engagement with the disability community is conducted by DSQ staff, those individuals must have received training and information in facilitation and group management skills.

The use of people and organisations external to Disability Services Queensland as facilitators will need to be considered especially when conflicts of interest are apparent. This approach may be particularly beneficial following recent consultations which were not received well around Queensland. Until trust is redeveloped between Disability Services Queensland and the wider disability community, the use of external facilitators may be politic.

This method minimises possible conflict of interest, ensures highly skilled facilitation of consultation and increases the integrity of the consultation process through its status as external to the department. A skilled consultant will also bring the ability to effectively use personal experiences and views to illustrate and underpin the policy issues under discussion.

- Consultation will be professionally facilitated by experienced facilitators who will follow the guidelines contained in this document
- Where a conflict of interest exists, consultation will be tendered out to consultants external to the Department who have the requisite skill and knowledge to effectively engage with people with disability, families and supporters.
- Where a specific skill set is required in order to reach specific groups affected by the issues (eg in consulting with people with disability who have high support needs), this section of the consultation process will be tendered out to specialist consultants.
- These guidelines will be provided to all consultants and facilitators who engage with the disability community on behalf of DSQ
- In tendering out consultation processes, the following requirements will be met by any consultant:
 - Sound and demonstrated understanding of issues for people with disability
 - Experience in conducting consultation with people with disability
 - High level facilitation skills with individuals, small and large group contexts.

Deciding the Breadth of Engagement

In deciding how broad any engagement will be, consideration will be given to the following questions:

- What is the geographic scope of the issues in question?
- What relevance do the issues have to the daily lives of people with disability?
- How is appropriate involvement of people with disability, family members and people who support them maximised?
- When and how are individuals and local communities best involved?
- When and how are peak bodies, networks, advocacy groups and other community groups and organisations best involved?
- How would a broad perspective on the issues best be gained?

Different strategies will be required in different communities but some general guidelines for local, regional and state-wide engagement can be put forward. Engagement on local, regional and state-wide issues which directly impact on the lives of people with disability will occur as follows:

Engagement on local issues

- A small local group will be identified to work with government to produce information about the issues
- Where issues impact only on people living or working within a particular local area, information will be provided to local organisations, networks and known residents who are effected by the policy or practice
- Engagement with local residents and organisations will happen where policy and practice issues under discussion will have significant impact on the lives of people with disability
- Local networks will be used to ensure the appropriate individuals and organisations are identified and have the opportunity to be informed of the issues and to have input into the consultation process
- Where there are relationships of trust between the disability community and the department, local DSQ staff may conduct local consultation processes. Where there is conflict of interest or a level of dispute, an independent facilitator will be contracted
- The guidelines in this document will be followed in developing and distributing information and in conducting consultation with people and organisations on local issues.

Engagement on regional issues

- A small regional group will be identified to work with government to produce information about the issues
- Where issues impact on people living or working within a particular region of Queensland, or where issues could be expected to impact on people living in different regions in different ways, information will be provided to residents and organisations in that region. This information will also be provided to peak organisations and state-wide networks
- Regionally based consultation with residents and organisations will occur where policy and practice issues under discussion will have significant impact on the lives of people with disability
- Regional networks, such as the connections of people with Regional Disability Councils, will be used to ensure the appropriate individuals and organisations have the opportunity to be informed of the issues and to have input into the consultation process
- Consideration will be given to providing resources to peak organisations to facilitate participation from 'bottom up'.
- Where there are relationships of trust between the disability community and the department, regional DSQ staff may conduct regional consultation processes. Where there is conflict of interest or a level of dispute, an independent facilitator will be contracted

- The guidelines in this document will be followed in developing and distributing information and in conducting consultation with people and organisations on regional issues.

Engagement on State-wide issues

- Where issues impact on people across Queensland or have state-wide significance, the information and consultation guidelines will be followed in full, as detailed below.

5. Information Guidelines

General information

- Prior to the development of public information on which consultation is based, the department will meet with key identified people to tease out the issues for discussion and how they will be presented.
- The department will ensure public information is provided to individuals and organisations on all key issues about which the consultation occurs .
- Information will be provided through traditional means such as hard copy and on the DSQ website, as well as in alternative formats.

Style

All information provided by the department will conform to the following guidelines.

- All documents will be written in plain, common sense English and will minimise the use of jargon and acronyms
- Documents will be kept relatively short, while not losing sense of the issues raised and discussed
- In depth background information on the issues under discussion will be provided as attachments to the document
- Documents will not pre-empt outcomes, or reduce complex notions to yes/no responses
- All documents will use fonts without serifs (such as Arial or Tahoma) and use minimum 11 point font size
- All documents will be left justified
- No public documents will be produced in glossy format
- Printing will be black or dark colour on white with the format of the document designed for easy photocopying.

Formatting

- All documents will be available in the following formats:
 - Standard text
 - Large print (at least 16 point)
 - Easy English
 - Easy English large print
 - Braille
 - Audio tape
 - Electronically, both in PDF and rich text formats
- All public documents will be provided to the community in standard text and easy English versions and be posted on the department's website. Access

to other alternative formats will be promoted and readily available upon request

- All formats of the documents will be produced for release at the same time. This requires a lead in time of approximately four weeks for the development of easy English, Braille and audio versions.

6. Consultation Guidelines

Consultation is an important part of an ongoing process of engaging with people with disability, family members and people who support them. It provides formalised and focused opportunities for individuals, groups and organisations to have input into the development and reform of legislation, policy and practice. It also encourages and enables individuals and groups who may not be affiliated with networks to contribute their experiences and expertise which is grounded in the realities of everyday life.

Using effective and respectful consultation processes, which take account of the particularities of the diverse community, will help to build a relationship of mutual trust and accord between the department and people with disability, family members and people who support them. Consultation on issues that affect people with disability must clearly fit within the Disability Services Act's articulated vision for and of people with disability, that goes beyond care and safety into the realms of ordinary life, and which asks the broader questions about how law, policy and practice affect the lives of people.

Planning and timing of consultation

- Large scale, public consultations will be conducted one at a time and in logical sequential order (see page 5).
- The minimum period within which written submissions are expected will be six weeks.
- For targeted, small consultations a minimum of two weeks notice will be given.
- For broad based community consultation a minimum of five weeks notice will be given.
- As a general rule, consultation will not occur over the Christmas/New Year period. Where this is unavoidable, three weeks will be added to the minimum periods specified above.
- Consultations should take into account other general and local events that could affect people's attendance eg. School holidays, Easter, Show days and other significant events.

Conduct of consultation

One recipe for consultation will not suit all people. It is important to use a variety of strategies to gain information and actively engage people.

The ways that consultation can happen can be many and varied. In general there are three basic forms:

- Document based consultation
- Face to face group consultations
- Individual consultations.

Document based consultation

- The development of discussion and/or issues papers, on which submissions or other written responses are requested by the department, will be informed by early consultation with key individuals and organisations. Refer to section four for further detail.

Distribution

- Targeted consultation will have a defined mailing list
- For broad based community consultation:
 - The department will circulate the document widely using its mailing lists
 - The document itself will promote wider circulation as considered appropriate by readers
 - The department will support the distribution through the promotion of the document through networks with peak bodies and other key agencies and individuals
- All documents will contain an invitation for readers to add their contact details to the department's mailing list for future consultation
- All organisations will be provided with a 'shell' article for use in their newsletter, should they wish Responses to the document (such as submissions) will be received and acknowledged by the department in a timely manner, through email, fax or post.

Face to face group consultations

This relates to both public meetings and focus groups.

Distribution of invitations and information

- Targeted consultation will have a defined mailing list with personalised invitation and RSVP.
- For broad based community consultation:
 - the department will send out invitations through its mailing list
 - the department will advertise the consultation event(s) as appropriate
- All invitations will indicate that Auslan interpreting, an audio loop, real time captioning and personal assistance workers will be provided and ask people to signal in their response to the invitation if they would like any support in order to participate in the meeting.
- Material will be provided with the invitation for pre-reading in preparation for the consultation.
- All organisations will be provided with a 'shell' article for use in their newsletter, should they wish.
- All information relating to the consultation will be produced in accordance with the style guidelines (above), including overhead transparencies and

power point presentations (although these should be kept to a minimum if information is to come from people).

- People and groups attending consultations will be offered the opportunity to add their contact details to the department's mailing list for future consultations.
- Registrations for consultation events will be received and responded to promptly. Unless registration are taken by phone, confirmation of registration will be sent by email, fax or post.
- Where people indicate in their registration they require support in order to participate, they will be contacted by phone within three working days to confirm the details and arrange the support required (see also 'support provided' in these guidelines).

Venues

- The venue will be accessible, including
 - parking and passenger drop off points
 - properly accessible toilets
 - continuous pathways
 - access to catering
 - socially and culturally appropriate
- The venue will be set up in such a way that people using wheelchairs have a range of options for where they would like to sit (ie. Not one allocated space for wheelchairs).
- The venue will be close to public transport and parking.
- Venues which have poor imagery or a negative history for people with disability (such as past large residential facilities) will not be used.
- Light refreshments will be provided.

Conduct of consultation meetings

- Consultation will be professionally facilitated.
- Consultation meetings will not commence before 10am.
- Where possible, consultation will be scheduled twice, once within business hours and once outside business hours.
- Where possible, two people will facilitate meetings. One facilitator will lead discussion and set the agenda and group processes, and the other will note take and support group processes.
- A facilitation plan for the meeting will be developed and followed
- Adequate time will be allocated for information provision, discussion of issues and focused feedback from participants. Information provision should not take more than 25% of the available time.
- Sound group processes will be followed which ensure equity of participation among those present, such as removing barriers between facilitator and participants, not using a lectern, placement of chairs to encourage communication within the group.

- Accessible methods of collecting information in a transparent manner will be used (eg writing on butcher's paper rather than in a notebook).
- Recorders will write what people say and not put their own spin on the data.
- The session will be structured to ensure people are not required to meet for longer than 90 minutes without a break (for people with cognitive disability, this period should be shortened to 45 minutes).
- Where possible, senior DSQ staff will attend sessions in order to gain a sound understanding of the issues raised by the community. Their attendance will be in an observing capacity only.

Provision of support to participants

- Auslan sign interpreters will be engaged for all broad based community consultations of significant size, and on request for focus groups and small meetings.
- Personal assistance workers will be engaged for all broad based community consultations of significant size and on request for focus groups and small meetings.
- Real time captioning (CART) will be provided for all broad based community consultations of significant size and on request for focus groups and small meetings.
- The venue will have an audio loop.
- Light refreshments will be provided on arrival and during breaks.
- Invitations will ask people to nominate if they require support to participate in the consultation. Support arrangements must be discussed with the person, arranged, and confirmed by phone, email or post prior to the meeting.
- Support provided to enable individuals to participate in consultation includes, but is not limited to:
 - Auslan interpreting (for people who are Deaf)
 - Computer aided real time transcription (CART) (for people with hearing impairment)
 - Personal assistance (for people with physical disability)
 - Support worker to explain complex terminology and concepts (for people with cognitive disability)
 - Support worker to provide emotional assistance (for people with psychiatric disability who may feel overwhelmed by the consultation process)
 - Care for children or adults with disability to enable family members to attend consultation
 - For day long meetings, a room where people who need a break from chairs or time out can lie down and rest or take a break. Support must be available to people in this room.
- People with disability and family members who are not attending consultations in a paid capacity (eg supported by an organisation) will not be financially disadvantaged by their participation in consultation:

- Travel expenses of these individuals will be covered by the department
- A small consultation fee (eg \$30) will be offered in recognition of the time, effort, expense and expertise involved in participation.

Specific disability groups

Consideration should be given to the conduct of consultation with small groups of people who have particular disabilities which make information receiving and giving more difficult than usual. This includes people who have higher support needs, such as people with significant intellectual disability, people with psychiatric disability and people with acquired brain injury. For some individuals, the speed and content of more general consultation makes it difficult to them to contribute. For others, the stigma associated with their disability makes it difficult to raise issues which are central to their experience in a broader group.

Participation in specific focus groups should be offered in addition to participation in general groups, so individuals can self select the group most appropriate for them.

The development and conduct of focus groups with specific groups of people with a shared disability should be undertaken by consultants or DSQ who have specialist expertise in consulting with these groups.

Individual Participation

Individual interviews with people with disability and their families and supporters are a very effective way of gathering information and insight about the critical issues that affect the lives of people with disability. There are many people with disability who have much of value to offer on policy and practice issues, but who are not able to participate through written or face to face meeting processes. People who are not resourced, articulate or connected have an important part to play in informing a comprehensive analysis of the effect of legislation, policies and practices.

It is essential that the views and experiences of people with high or complex support needs are not overlooked in the consultation process. For example, some people with intellectual disability, mental illness or brain injury may be less willing or able to participate effectively in group processes. People with high medical support needs may be unable to attend group meetings.

Involvement of individuals

- Individual interviews will be included as a standard part of a consultation process, in addition to document based and face to face group consultation.
- An interviewer who is skilled and experienced will undertake all individual interviews.
- Individuals will be approached through trusted gatekeepers. These may be through known individuals or trusted organisations or groups who are engaged with the department or involved in the consultation process.
- Interviews will be conducted at a time and place that suits the person.
- The same support will be offered as for face to face group consultation.
- The information gathered will be included in the consultation data.
- Interviewees will be included in the same feedback processes as other participants in the consultation process.
- A note of thanks for the attendance and engagement of participants will be included with the summary.
- At the conclusion of the review or reform process which the consultation was structured to inform, a document will be provided to all participants which details how the information has been used by government.

Collecting and Recording Information

- The confidentiality of participants in consultation will be upheld by the department and the facilitator.
- Participants in face to face consultation will be advised that the information they provide may be directly quoted or used more generally to inform the development of the department's decision making, but that no personal identifying details will be included in such material.
- All information gathered in face to face consultation will be dis-identified by the facilitator before use by the department.

- Where participants agree, all consultation sessions will be tape recorded and transcribed.
- Where possible, a secondary facilitator will note take during consultations.
- Where computer aided real time transcription is used by participants, the department will ensure the transcript is provided to the participant and the facilitator.
- Information resulting from consultation sessions will be dis-identified before use by the department.

Feedback

- A summary of issues raised in the consultation process will be provided to all participants who had input into the process, within three weeks of the end of the consultation.

- The summary will provide details on how the information will be used and when people can access a more detailed analysis of the responses received in the consultation process.

Evaluation

Consideration should be given to the regular evaluation of engagement strategies used with the disability community in order to ensure that strategies continue to meet the needs of the community.

- An evaluation of the success of the consultation process will be undertaken for all consultations of significant size. This evaluation may include participant satisfaction surveys and a report by the facilitator on success of the processes used.

7. Active Participation Guidelines

Active participation refers to processes between the department and key individuals and organisations which result in an ongoing relationship of mutual information sharing and learning.

In addition to the provision of information and consultation with the disability community, it is essential that the department is able to share information and take advice from highly skilled and experienced leadership shown by advocates and people involved in peak organisations and networks about the possible impacts of policy decisions on people with disability.

A proactive approach to sharing and gathering information with the disability community will result in a more streamlined and responsive engagement process with people with disability and their supporters across Queensland.

Developing strategic relationships

Disability Services Queensland personnel, especially those involved in engaging with the community on issues that affect the lives of people with disability will:

- Build and maintain relationships with people with disability, families and services.
- Earn credibility and trust through effectively acting and reaction to information provided by the disability community.
- Demonstrate leadership by:
 - building knowledge and understanding of the issues
 - building personal relationships with people over time
 - building on and using the learning and understanding from history
 - resourcing the mechanisms that are important for people to connect
 - using the information gained from people's lives to progress change
 - being responsive to issues raised by the community and taking action on them.

Formal relationships with key stakeholders

- Ongoing relationships with key individuals and peak organisations will be developed and maintained through several structures:
 - working groups
 - reference groups
 - informal regular contact
 - regular information sharing forums
 - involvement in departmental planning processes
- Such groups will be used appropriately by:
 - having a mixed group which represents a diverse range of views, experiences and perspectives
 - having representatives of peak organisations and individual membership

- having more than one person with disability and one parent
- giving enough time to get and read information
- asking for and using their advice
- focussing on key issues of importance
- treating their opinions respectfully
- supporting and, where necessary, resourcing their involvement.

Use of other networks

Using the networks of groups and individuals across Queensland broadens both the scope and range of participation in consultation. This strategy is reliant on the development of solid relationships with peak organisations and key stakeholders.

- The department will make use of the networks which many groups maintain and sustain throughout the State.
- Consideration will be given to providing resources to peak organisations to facilitate participation from 'bottom up'. This could be particularly useful in the proposed regionalised management structure of the department.

Development of leadership of people with disability, family members and people who support them

There is a need to identify, support and maintain leadership and analytical skill in the disability community. The community itself frequently comments that the same set of individuals and groups are generally invited to participate in consultation, and that they may not be representative of a broader range of people, for example, those living in remote regions.

- The department will invest in people to help develop skills and capacity to participate. This may through a small grant program for skill development of individuals, or an educative component to consultation processes undertaken by the department.