

Disability Service Plan 2025–2028

Department of Housing and Public Works

November 2025



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Executive message from the Director-General and the Disability Champion

The Department of Housing and Public Works is proud to present our *Disability Service Plan 2025 – 2028*. This plan builds on the strong foundation laid by our 2022 – 2025 plan and reflects our ongoing commitment to delivering services that respond to the needs of people with disability across Queensland.

Our work directly impacts where and how people live and we must ensure our services reflect the diversity of our communities. An inclusive approach is not just the right thing to do – it is essential to achieving outcomes that benefit everyone and make a fairer, more equitable Queensland. For people with disability, both visible and non-visible – including Aboriginal and Torres Strait Islander peoples – access to safe and secure homes and communities, as well as the supports they need, is vital to attaining self-dignity, independence and full participation in their community.

Our department has advanced initiatives that are transforming how we support Queenslanders with disability. These include:

- *Partnering for inclusive housing with Queenslanders with disability 2024 – 2027*, a bold initiative to co-design housing solutions with people with lived experience of disability, housing and homelessness providers, academics and peak bodies.
- Establishing an Expert Disability Housing Advisory Panel, fully led by people with lived experience of disability, to provide advice on implementing Partnering for inclusive housing and other housing priorities.
- Improving accessibility and inclusivity by exceeding National Construction Code standards for new public venue constructions delivered by the department as well as supporting implementation of Livable Housing Design Standards.
- Building over 50 per cent of new social housing to Gold or Platinum standard under the Social or Livable Housing Design guidelines, and delivering 2,819 disability modifications in existing social housing homes (during 2024-25), making dwellings safer to live in.
- Our Disability and Accessibility Employee Network Group, which is amplifying the voices of people with disability across our workforce and embedding lived experience in staff training, onboarding and leadership development.

As we embark on this new chapter, we have defined a new inclusion commitment for our department, co-designed with our Disability and Accessibility Employee Network Group. Throughout the development of our new plan, we kept in mind that the best solutions are designed with, not for, people with lived experience of disability. These insights are helping us improve how our services can genuinely respond to people's needs and priorities.

Together, we will continue to work towards a future where every Queenslanders has access to the places, housing and information they rely on to live a healthy life.

We extend our gratitude to the Australian Disability Network for their invaluable insights and to everyone who has meaningfully contributed to shaping this plan. We look forward to bringing it to life.

Mark Cridland
Director-General
Department of Housing and Public Works

Andrew Bennett (Disability Champion)
Deputy Director-General, Procurement
Department of Housing and Public Works

Our agency's inclusion commitment

Our vision is for a brighter future for all Queenslanders. We recognise that what we do matters.

- We strive to create equitable opportunities that respect and value people with disability, including visible and non-visible disabilities, and deliver services that create choice for all.
- We foster inclusive and accessible workplace environments that mirror the diversity of the people we support.
- We are dedicated to meaningful and authentic co-design, emphasising that people with lived experience of disability must be at the forefront of planning, designing, implementing, and evaluating decisions impacting their daily lives.
- We promote a culture built on understanding, kindness, and respect.
- We embrace diversity; providing people with the opportunity to work without barriers, live independently and access safe, affordable, inclusive housing and public services.
- We adopt the social model¹ of disability, which recognises people are disabled by barriers in society, not by their impairment or difference.
- We promote the housing principles for inclusive communities of rights, choice, control and inclusion and a Human Rights-based approach that aligns with international, national and state disability legislation, strategies and policies.

Together, we are part of creating places where people of all abilities feel safe, supported and empowered to thrive.

Our acknowledgement

We respectfully acknowledge the Aboriginal and Torres Strait Islander Traditional Owners and Elders of the lands and seas on which we meet, live, learn and work, and the continuation of diverse cultural practices and knowledge systems of Aboriginal and Torres Strait Islander peoples. We acknowledge that Aboriginal and Torres Strait Islander self-determination is a human right, as enshrined in the United Nations Declaration on the Rights of Indigenous Peoples and the Queensland Human Rights Act 2019. We know that self-determination is a key factor in improving health and social outcomes of First Nations people with disability.

¹ The United Nations Convention on the Rights of Persons with Disabilities defines people with disability as including those who have “long-term physical, mental, intellectual or sensory impairments which in interaction with various barriers may hinder their full and effective participation in society on an equal basis with others.” The United Nations Convention on the Rights of Persons with Disabilities is based on the social model of disability, recognising that it is barriers created by society and inaccessible environments that impact the inclusion of people with disability.

Operating context

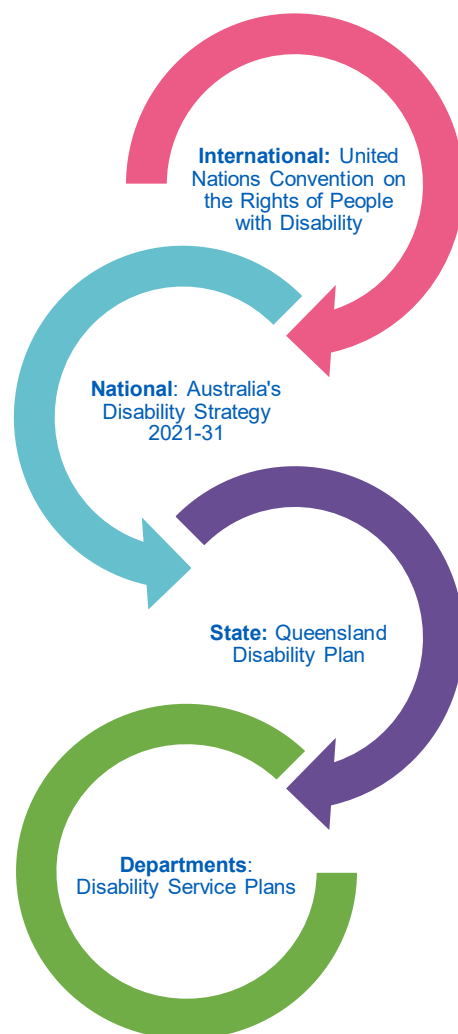


Figure 1 Hierarchy of frameworks

Figure 1 description: This diagram shows the frameworks in context across international, national, state and department levels.

Internationally, the United Nations Convention on the Rights of People with Disability provides the human rights framework to promote and protect the human rights of people with disability.

Nationally, Australia has adopted the United Nations Convention on the Rights of People with Disability. [Australia's Disability Strategy 2021-2031](#) (ADS) provides the strategic framework and outcomes to advance the human rights of people with disability that all states and territories must work together to achieve. This includes seven outcome areas and three-year [Targeted Action Plans](#) identifying specific jurisdiction actions.

For Queensland, [Queensland's Disability Plan 2022-27: Together, a better Queensland](#) is the primary mechanism to drive the implementation of Australia's Disability Strategy. It provides four building blocks and four impact areas to structure actions.

For Queensland Government departments, Disability Service Plans are how we action Queensland's Disability Plan, Targeted Action Plans and ensure alignment with Australia's Disability Strategy.

The *Disability Services Act 2006* requires all departments to develop and implement a Disability Service Plan, aimed to improve access to services across government for people with disability, including more coordinated responses.

Progress reporting

We will report annually on the implementation of our Disability Service Plan and contribute to a yearly progress report on the implementation of Queensland's Disability Plan. Our Disability Service Plan will be reviewed every three years.

Related links:

- [Our co-design journey: what home means to people with disability](#)
- [Partnering for Inclusive Housing with Queenslanders with a disability 2024-2027](#) (PDF 2MB)

About our Disability Service Plan

The development of our Disability Service Plan emphasised co-design principles. Discussions and collaboration occurred with staff (including those with lived experience), specialist business units and the department's Disability and Accessibility Employee Network Group.

Our department's Disability Service Plan is structured according to the four Impact Areas in Queensland's Disability Plan.

Impact area	Description
Our service users	This impact area recognises that services and information must be inclusive of all people, as well as being safe and of high quality. Services must also provide an excellent, person-centred user experience. This includes the development and delivery of services for First Nations peoples, by First Nations peoples. It also includes understanding that people with disability have different levels of digital literacy, access to technology and connectivity that impact on their inclusion. This impact area also recognises that many people's experiences as a person with disability are multi-layered and shaped by not only their disability but their age, sex, gender identity, sexual orientation, intersex status, ethnic origin or race.
Our people	This impact area recognises the importance and value of social and economic participation by people with disability, a key part of which is inclusive workplaces and workforces – this is integral to building the workforce participation of people with disability, which will help build financial security.
Our community	This impact area recognises that the actions and activities of government and community-based organisations to deliver local initiatives should be inclusive of the whole community, and the requirements of those in all regions.
Our places	This impact area recognises that people with disability live in all regions across Queensland, meaning that all public places must be accessible for people of all abilities. Queensland's unique geography and history make it important that our programs and services address the additional issues that people with disability in regional and remote locations may face.

Our service users - actions

Action	Indicator	Business area	Timeframe	ADS Outcome Area
Implement <i>Partnering for Inclusive Housing with Queenslanders with disability 2024-2027</i> .	Improvement of housing outcomes for people with disability where people exercise their rights, choice and control over their housing and living arrangements.	Housing and Homelessness Services	2025-28	Inclusive Homes and Communities (Targeted Action Plan objective 3)
Track QBuild's supplier engagement with disability-led businesses and monitor inclusion performance in procurement processes.	Supplier diversity and inclusion performance monitored.	QBuild	2025-28	Employment and Financial Security Community Attitudes
Develop a department-wide framework to track supplier engagement with disability-led businesses	Framework developed	Corporate Services	2026-28	Employment and Financial Security Community Attitudes
Ensure representation of people with diverse disability in communication materials and incorporate the voice of people with disability to inform communication materials and digital services, where appropriate.	<p>Department's image library includes diverse people with disability.</p> <p>Consultation occurs with people with disability.</p> <p>Strategic Communication and Engagement representatives attend the Disability and Accessibility Employee Network Group.</p> <p>People with disability are represented in communication materials and digital services.</p>	Corporate Services	2025-28	Community Attitudes

Action	Indicator	Business area	Timeframe	ADS Outcome Area
Ensure all communication materials are provided in accessible formats and incorporate accessible design.	All documents and materials reviewed and distributed by Strategic Communication and Engagement adhere to accessibility requirements.	Corporate Services	2025-28	Community Attitudes Inclusive Homes and Communities
Design and deliver accessible digital services, including: <ul style="list-style-type: none"> Complying with Queensland Government Digital Services policy and standard Ensuring appropriate levels of readability removing irrelevant content (reducing cognitive load for website users) Adopting best practices for accessibility of social media content. 	Level of compliance with the latest Web Content Accessibility Guidelines to Level AA. Percentage of department-owned pages on the Queensland Government website meet the readability target of grade 8 or below.	Corporate Services	2025-28	Inclusive Homes and Communities
Incorporate the needs of people with disability into homeownership information sessions with First Nations communities: <ul style="list-style-type: none"> Venues are chosen with accessibility in mind Invitations include information about accessibility requirements. 	All invitations provide information about accessibility. Checklist included in internal process (to ensure discussions around venue accessibility occur).	Policy, Performance and First Nations	2025-28	Inclusive Homes and Communities Community Attitudes
Ensure housing services and programs reflect the needs of First Nations people with disability, including for crisis and transitional housing, and apply human-centred design principles.	Consultation occurs with First Nations people with disability.	Policy, Performance and First Nations	2025-28	Inclusive Homes and Communities Community Attitudes
Improve accessibility of all guidance material produced by Queensland Government Procurement, including co-designing with people with disability when any guidance has impact on people with disability (including their aspirations and needs).	Guidance material (by Queensland Government Procurement) co-designed with people with disability, as appropriate.	Queensland Government Procurement	2025-28	Inclusive Homes and Communities

Action	Indicator	Business area	Timeframe	ADS Outcome Area
Make QFleet cars more accessible by providing vehicles which meet customer or community service needs, including sourcing and providing vehicle modifications such as wheelchair ramps, lifts and access to cater for drivers and passengers with disability.	Number of modified vehicles provided per year (this is based on customer demand).	QFleet	2025-28	Inclusive Homes and Communities

Our people - actions

Action	Indicator	Business area	Timeframe	ADS Outcome Area
Explore enhancement of the service desk customer experience survey to collect and analyse data for people with disability (self-disclosed) so that potential service improvements can be identified.	Research undertaken.	Corporate Services	2025-28	Personal and Community Support
Establish and proactively maintain a catalogue of approved technology (assistive or adaptive) to assist with more rapid and responsive procurement processes.	Catalogue available.	Corporate Services	2025-28	Personal and Community Support
Explore the potential for use of Artificial Intelligence and new technologies to streamline the way we support our people (workforce).	Research undertaken.	Corporate Services	2025-28	Personal and Community Support
Strengthen disability inclusion in QBuild workforce strategies to build representation and accountability.	Disability inclusion is a standing agenda item in QBuild People and Culture meetings.	QBuild	2025-28	Community Attitudes Employment and Financial Security

Action	Indicator	Business area	Timeframe	ADS Outcome Area
<p>Enhance employment opportunities and career progression for people with disability²:</p> <ul style="list-style-type: none"> Develop targeted programs and processes to improve diversity group representation across the department, including identifying non-traditional pathways to leadership and senior leadership roles Create targeted support programs for intakes in development programs to reduce attrition rates and provide engaging, inclusive and supportive workplaces for diversity groups. 	<p>Increase in the number of employees with disability across all job levels.</p> <p>Participation rates in targeted development programs.</p> <p>Progress towards diversity targets.</p>	Corporate Services	2027-28	<p>Employment and Financial Security</p> <p>Community Attitudes (Community Attitudes Targeted Action Plan, Objective 1)</p>
<p>Improve workplace accessibility and reduce barriers to workplace adjustments by³:</p> <ul style="list-style-type: none"> Engage with employee network groups, and internal and external partners to identify and implement ways workplace accessibility and inclusion can be enhanced. Collaborate with the Disability and Accessibility Employee Network Group to update the Reasonable Adjustments Policy and supporting departmental resources, incorporating recently published Queensland public sector workplace adjustments resources. 	<p>Updated workplace adjustment resources available.</p> <p>Working for Queensland survey diversity experience responses.</p>	Corporate Services	2026-27	Personal and Community Support

² Source: selected actions from Department of Housing and Public Works *Diversity, Equity and Inclusion Plan 2025-28: Our workforce (career progression)*

³ Source: selected actions from Department of Housing and Public Works *Diversity, Equity and Inclusion Plan 2025-28: Our workplaces (workplace accessibility)*

Action	Indicator	Business area	Timeframe	ADS Outcome Area
<p>Ensure training and education is available to build an inclusive and accessible workforce⁴:</p> <ul style="list-style-type: none"> Review the existing Diversity, Equity and Inclusion and cultural capability training model and recommend improvements that focus on accessibility, anti-discriminations and anti-racism. Create a manager toolkit with resources to progress diversity, equity and inclusion outcomes through education in talent sourcing and selection and employee experience and development. Drive diversity, equity and inclusion promotion through an annual communication plan, using multiple communication channels, including messaging from the Director-General and Diversity, Equity and Inclusion Champions, sharing staff spotlights and storytelling to deliver targeted messages. 	<p>Diversity, equity and inclusion and cultural capability training completion rates.</p> <p>Manager toolkit available.</p> <p>Working for Queensland survey diversity experience responses and Code of Conduct discrimination responses.</p> <p>Number of education and awareness activities, staff spotlights and leadership messaging delivered.</p>	Corporate Services	2025-26	<p>Education and Learning</p> <p>Community Attitudes</p> <p>(Community Attitudes Targeted Action Plan, Objectives 1, 2 and 3)</p>
<p>Commitment to inclusive culture⁵:</p> <p>Amplify diverse voices by embedding the utilisation of the Employee Network Group and the Diversity, Equity and Inclusion Champion into governance committees (to reinforce commitment, accountability and informed decision-making on disability inclusion).</p>	<p>Employee Network Group and Diversity, Equity and Inclusion Champion attendance at People and Culture Governance Committee meetings.</p> <p>Employee Network Group survey results.</p>	Corporate Services	2025-28	Community Attitudes

⁴ Source: selected actions from Department of Housing and Public Works *Diversity, Equity and Inclusion Plan 2025-28*: Our workforce (capability uplift) and Our workplaces (education and awareness)

⁵ Source: selected actions from Department of Housing and Public Works *Diversity, Equity and Inclusion Plan 2025-28*: Our workplaces (education and awareness)

Action	Indicator	Business area	Timeframe	ADS Outcome Area
<p>Enhancing recruitment, selection, onboarding processes⁶:</p> <ul style="list-style-type: none"> Embed diversity, equity and inclusion into workforce planning and vacancy management by developing and promoting resources, including implementing guidelines on targeted recruitment and identified roles. Apply tools and resources from the Even Better Public Sector for Queensland strategy (Actions 16 and 17: Consistent induction and onboarding; and Action 18: Inclusive recruitment and selection), including implementing guidelines for onboarding employees with diverse needs. 	<p>Working for Queensland survey diversity experience responses.</p> <p>Progress towards diversity targets.</p> <p>Additional recruitment related resources available.</p>	Corporate Services	2026-27	Community Attitudes
<p>Celebrate our staff and customers with disability and raise awareness of disability inclusion policies and practices, including:</p> <ul style="list-style-type: none"> Ensuring staff are aware of Disability Action Week and other relevant awareness days Relevant case studies, staff stories, best practices and Diversity, Equity and Inclusion champion messaging are shared with staff where appropriate intranet content supports staff to apply best practices for inclusion and accessibility. 	<p>Number of awareness raising communications to staff.</p> <p>Number of instances celebrating staff with disability.</p>	Corporate Services	2025-28	Community Attitudes

⁶ Source: selected actions from Department of Housing and Public Works *Diversity, Equity and Inclusion Plan 2025-28: Our workplaces* (recruitment and onboarding)

Action	Indicator	Business area	Timeframe	ADS Outcome Area
Improve the accessibility and usability of the staff intranet through: <ul style="list-style-type: none"> an intranet redevelopment project ongoing management of intranet accessibility. 	Level of compliance with the latest Web Content Accessibility Guidelines to Level AA. Consultations with Employee Network Group.	Corporate Services	2026-28	Inclusive Homes and Communities

Our community - actions

Action	Indicator	Business area	Timeframe	ADS Outcome Area
Promote the special builds of cars QFleet can provide to its government customers.	Promotion undertaken.	QFleet	2025-28	Inclusive Homes and Communities Community Attitudes
Integrate accessibility considerations and input from people with lived experience in the design and planning phases of the procurement cycle including implementing accessibility requirements.	Consultation occurs with people with disability in the procurement design and planning phases.	Queensland Government Procurement	2025-28	Community Attitudes

Our places - actions

Action	Indicator	Business area	Timeframe	ADS Outcome Area
Ensure Principal Consultant/Architect Terms of Reference includes the accessibility National Construction Code standards and the Queensland Development Code Non-Mandatory Part 1.10 Accessible Adult Change Facilities (Queensland Development Code) standards for client agency consideration and potential inclusion in the delivery of new public venue constructions (delivered by Major Projects).	Inclusion of relevant required standards in Terms of Reference.	Public Works	2025-28	Inclusive Homes and Communities
Principal Consultants ensure designs comply with the National Construction Code and Queensland Development Code. Accessibility must be addressed during the design and documentation phase, with specialist accessibility consultants engaged where required to confirm technical compliance.	Compliance with relevant required Codes.	Public Works	2025-28	Inclusive Homes and Communities
Make accessibility a default consideration in all capital projects by embedding it in designs and project briefs.	Accessibility is embedded in design and project briefs.	QBuild	2025-28	Inclusive Homes and Communities
Investigate a way to expand or enhance the responsible service of alcohol certification to include appropriate service training for patrons with visible or non-visible disability.	Research undertaken.	Office of the Night-Life Economy Commissioner	2025-26	Community Attitudes