



Disability Inclusion
Action Plan
2015 - 2017

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A message from the CEO

Service NSW's driving vision is putting our customers at the heart of everything we do. In fact our very existence has been shaped by our customers, who have told us they want faster and easier ways to access government transactional services.

Our customers are all the citizens and businesses of NSW and by that very nature we are a true representative of the rich and diverse community in which we serve.

The Service NSW Disability Inclusion Action Plan 2015-2017 (DIAP) will build on this important *customer-led* approach to ensure all our services are created to meet the needs of all our customers and to ensure an inclusive approach.

Under the *NSW Disability Inclusion Act 2014* (DIA), Service NSW will ensure we continue to plan our services so that customers with disabilities can participate fully in the community, particularly as they utilise government services.

The DIAP complies with the requirements outlined in Section 12 of the DIA, and is consistent with the objectives of the *NSW Disability Inclusion Plan* (NDIP). The DIAP has been developed in consultation with people with disability, with their insights considered and incorporated.

The outcomes of this plan have been translated into practical activities divided into four streams in line with the *NSW Disability Inclusion Action Planning Guidelines*; Attitudes and Behaviours, Liveable Communities, Employment and Systems and Processes.

Service NSW will update the Disability Council NSW (DC) regularly on the progress of the Plan.



Rachna Ghandi

Acting Chief Executive Officer

December 2015

Disability in NSW

The 2012 Survey of Disability, Ageing and Carers (SDAC), provided by the Australian Bureau of Statistics, defines disability as any limitation, restriction or impairment which restricts everyday activities and has lasted, or is likely to last, for at least six months.

Part of this Plan includes undertaking an in-depth analysis of the disability groups that have been identified as the main categories that affect a person’s long term well-being. These include:

Sensory	Intellectual	Physical	Psychological
Loss of sight Loss of hearing Speech difficulties	Difficulty learning or understanding	Breathing difficulties Blackouts, seizures, loss of consciousness Chronic or recurrent pain restricting activities Incomplete use of extremities Disfigurement or deformity	Nervous or emotional condition Mental illness or condition Head or brain injury affecting cognitive function



About Service NSW

Service NSW was created by the NSW Government in 2013 to as part of its commitment to put the customer at the heart of government service delivery.

Service NSW has been shaped by what customers have told us – they want easier access to government services, faster service, and a single point of contact. We are working to simplify transactions and reduce the time required by customers to complete them particularly through our digital channel.

Service NSW delivers on the State Government's *NSW: Making it Happen* Plan, specifically to Goal 12.



Delivering change

Our mandate is to restore customer trust in government by making it easier for all NSW citizens to carry out government transactions. Service NSW is doing this by giving customers access to over 800 government transactions via three service channels – a digital service, a 24/7 phone service and an innovative network of one stop shops.

As at December 2015, Service NSW has received more than 26 million customer visits across all our channels - delivering on the NSW Government's commitments with high customer satisfaction. This is just the beginning of the Service NSW journey to improve services for all NSW residents and businesses.

We will continue to develop and grow our services by seeking feedback from our customers, the people of NSW.

Our DNA

At Service NSW, a positive customer experience is our highest priority.

Our employees are encouraged to align with our DNA to deliver improved customer service for all NSW residents and businesses. Our DNA building blocks are outlined below:

Vision - Our vision is to be recognised as the distinctive leader in the provision of government services.

Mission - Our mission is to simplify the way customers do business with government and to transform our customers' experience through excellent service and quality at an optimal cost to serve.

Values - Our core values shape our culture, who we are and what we stand for. They guide how we make decisions and deliver services to the people of NSW.

- Passion - a great customer experience is our highest priority
- Teamwork - we work together for positive customer outcomes
- Accountability - we work to create value and take ownership for the customer experience end-to-end

Foundations to build upon

Service NSW has drawn on the best in service delivery from public and private sectors to provide what is now an award winning customer experience. This includes researching, analysing and introducing best practice ways to engage with our diverse customer base. We continue to test these improvements with our customers. Our 'Circle of Service' continuous improvement program is based on the Kaizen methodology and has been embraced by the whole organisation.

When Service NSW was designed, we took a customer inside principle approach. We had customers from all walks of life help us design the digital experience, the operating model for the phone service and the one stop shops. We have taken this approach when designing new iterations of this design (such as the digital stores) which we have placed in high traffic customer hubs.

Although still in growth stage, Service NSW has the following foundation strategies to build upon in our disability inclusion planning and delivery:

- 24/7 access to contact centres
- service.nsw.gov.au has been designed to satisfy Level AA of the web content accessibility guidelines version 2.0 (WCAG 2.0) standard

- Improved site access to service centres (e.g. furniture has been chosen to maximise accessibility and counters and writing benches have been lowered to meet legislative requirements)
- Links with the National Relay Service, including Speech to Speech capabilities
- Service Centre staff have a *Special Needs Procedure* in the Customer Handling Manual which outlines ways in which to help customers with disability
- Many staff across the organisation have participated in a range of local, state and national fundraising events for causes including Aspect (Autism Australia), Jeans for Genes Day and Cancer Council's Daffodil Day.

Disability in our workforce

Service NSW has a diverse workforce representing the community in which it serves.

Part of the Plan is to develop an in-depth profile of people with disability within Service NSW. An overview of the disability diversity of Service NSW from the data available at present is noted below:



Data collected from Service NSW Annual Report, published October 2015

Developing our DIAP

Using the NSW Disability Inclusion Action Planning Guidelines, the Service NSW Disability Inclusion Action Plan has been developed to ensure we cater to the needs of our internal and external customers who live with disability, to help us continue to create an inclusive community.

To support the development of the Plan, an executive steering committee has been established to develop and guide the implementation.

Disability Executive Steering Committee (DESC) Role Details:

Executive Director, Service Delivery

The Executive Director – Service Delivery directs, leads and delivers optimal and sustainable complex and diverse multi-channel specific services (Service Centre, Contact Centres and Digital Services) to achieve the objectives set out in the NSW: Making it Happen Plan and Service NSW corporate objectives. This position is responsible for improving the delivery and level of public satisfaction of Government customer services for and by the public. This role is also the principal for authoritative advice and advocacy for service delivery practices across all channels for Service NSW.

Executive Director, Business Architecture, Operations and Technology (BAOT)

The Executive Director – BAOT directs, leads and delivers strategic information management and technology (IM&T) function and diverse interrelated business functions, to achieve the objectives set out in the NSW: Making it Happen Plan and Service NSW corporate objectives and deliver superior customer experience performance for Service NSW Service Centres, Call Centres and online.

Executive Director, People and Culture and Corporate Relations

The Executive Director – People and Culture and Corporate Relations is responsible for the development and leadership of contemporary human resources strategy, frameworks, policies and procedures to ensure Service NSW's ability to attract, retain, develop and manage a highly engaged and committed workforce through the provision of strategic and operational HR services across each department.

Roles and responsibilities

The ongoing roles and responsibilities required to successfully deliver a fair and equitable approach to Service NSW are outlined below

Accountability for specific actions are set out in the Plan.

Role	Responsibilities
<i>Chief Executive Officer (CEO)</i>	Implement the current principle of disability inclusion in Service NSW and champion any future framework. Promote disability inclusion within the agency and guide the development and implementation of the Plan.
<i>Executive Leadership Team (ELT)</i>	Implement the Plan in their business units and support the implementation of the Plan.
<i>Disability Executive Steering Committee (DESC)</i>	Guide the development of the Plan and provide recommendations to the CEO. Champion the implementation of the Plan and principles of disability inclusion across the agency.
<i>Disability Inclusion Coordinator (DICO)</i>	Actively participate in the implementation of the Plan and encourage the Service NSW community to participate in initiatives. Monitor and report on the strategies.
<i>Disability Inclusion Action Committee (DIAC)</i>	Actively participate in the implementation of the Plan and encourage the Service NSW community to participate in initiatives.
<i>Service NSW Leaders</i>	Promote the principles of disability inclusion to their business units and support the Plan.
<i>Service NSW Team Members</i>	Support the principles of disability inclusion and participate in the initiatives of the Plan.

The Service NSW business units are:

- BAO&T – Business Architecture, Operations & Technology
- BDG – Business Development & Growth
- CR – Corporate Relations
- FR – Finance & Risk
- P&C – People & Culture
- SD – Service Delivery

Service NSW Disability Inclusion Action Plan 2015-2017

A – Attitudes and Behaviours

Outcome One – Planning

Disability Inclusion policy goals are integrated into the overall corporate and business planning, as well as the review mechanisms of the agency

A.1.1.3 - Planning and performance measurement

Strategy	Goals	Accountability	Timeframe (Calendar Year)
Disability planning is mainstreamed horizontally and vertically throughout the organisation	1. Appoint Disability Executive Steering Committee (DESC) to oversee and champion the development of the Service NSW DIAP (Plan). The DESC will then meet quarterly and provide an update on the progress of the Plan to the Executive Leadership Team (ELT)	CEO Review committee members annually	Q4 2015
	2. Form a Disability Inclusion Action Committee (DIAC) of no more than twelve members from a strategic cross section of the business to develop, promote and achieve goals of the Plan. Ensure disability experts from around the business are identified as members. DIAC to meet quarterly to report on achievements, work on future goals	DICo with support from DESC	Q4 2015, ongoing per quarter
	3. Using the recommended planning guidelines and best practice frameworks, identify strategic approaches with sound targeting and effective interventions	DIAC	Q4 2015

Strategy	Goals	Accountability	Timeframe (Calendar Year)
	4. Using the framework and principles of disability inclusion, develop a robust plan and report to the Disability Council (DC). Publish an overview of strategies and goals internally	CEO/DESC/DIAC	December 2015
	5. Develop an internal monitoring system by way of an in depth project tracker for the evaluation and report on implementation of strategies and goals from the Plan	DICO to recommend to DESC	Q4 2015, updated regularly
	6. Provide a detailed report on the outcomes of the Plan to DC	DIAC/DESC and CEO	Q4 2017
	7. Develop quarterly report outlining highlights from people with disability	DIAC/DESC	Q1, 2016 Then quarterly

A.1.2.3 - Integration with corporate planning

Strategy	Goals	Accountability	Timeframe
Disability inclusion planning priorities influence corporate planning	1. Include an update of the Plan goals in the annual report. This should include the relevant year's achievements and forecasts for the year ahead	CEO with support from the DIAC	Annually
	2. Encourage and support business units to identify opportunities to include the principles of disability inclusion into policies and guidelines. Plan accountabilities should be integrated with relevant business unit plans	CEO and Executive Leadership Team (ELT)	At needs
	3. Utilise the Plan goals within the corporate plan and make a clear statement in business plans and public communications on how the agency will fulfil its responsibilities to make access to government transactions easier, specifically for those with disability	CEO and ELT	Ongoing

A.1.3.3 - Use of data and analysis

Strategy	Goals	Accountability	Timeframe
Data collection targeted by identification of needs and gaps and where appropriate by regions/business units	1. Using relevant census and partner agency data, develop a detailed profile on the composition and service requirements of people with disability Service NSW is currently operating with and plans to future engage with people with disabilities	SD with support from the DIAC	All sites completed by Q4 2016
	2. Research best practice policies and practices across other Local and Federal Government agencies and local and international customer service agencies	DIAC	Q1 2016
	3. Investigate options to collect data on customer feedback specifically around people with disability needs and expectations	SD with support from the DIAC	Ongoing
	4. Investigate partner agencies current plans and practices. Incorporate the principles in the Plan and/or assist partner agencies in meeting their goals	DIAC	Q4 2015
	5. Utilise relationships with partner agencies to understand the challenges of previous plans to forecast new and emerging issues and plan for a strategic response to these issues	BDG/DIAC	Q2 2016
	6. Using the information collected in A.1.3.3.1-4, complete a needs analysis for disability inclusion activities across the business	DIAC	Q2 2016

Outcome Two - Consultation and Feedback

Policy development and service delivery is informed by agency expertise and by client feedback and complaints, and participation on advisory boards, significant committees and consultations

A.2.1.3 - Staff expertise and research

Strategy	Goals	Accountability	Timeframe
Use of models and innovation based on outcomes of targeted research/evaluation project	1. Seeking opportunities to engage communities of people with disability. Engage with DC to access plans and gain insight to improvement plans. Use this information to ensure adequate benchmark activities are in place	CR/DIAC	Q4 2015
	2. Following the needs analysis (A.1.3.3.5) and research undertaken in A.1.3.3.1, research issues that have a differential impact on people with disability. Research new and innovative best practice models to better address diverse needs	BAO&T/SD	Q4 2016
	3. Build networks with other public sector agencies to provide input into policy and program development	DICo	Q1 2016

A.2.2.3 - Client and community feedback

Strategy	Goals	Accountability	Timeframe
Comparative assessment of service experience leads to development of targeted initiatives	1. Analyse service complaints and satisfaction data and make recommendations to DESC/ELT on issues to prioritise. An initial analysis should take place at the end of the growth phase (Q4 2016) then reviewed regularly. Ongoing timeframe to be established in 2016	BAO&T/SD/CR	Q2 2016
	2. Investigate potential for customer survey/feedback mechanism to analyse needs/expectations of people with disability. Consider ways to gather team member feedback to gain further insight and analysis	BAO&T/CR/SD	Ongoing

A.2.3.3 - Participation on advisory bodies

Strategy	Goals	Accountability	Timeframe
Disability expertise is targeted and integrated throughout the agency	1. Nominate representatives on relevant advisory boards and committees at all levels of the organisation. Research different program areas, geographic locations and business units and work with DC to support the implementation of objectives	DESC/DIAC	Q2 2016
	2. Designate appropriate capability levels in reference to the Public Sector capability framework, in particular the 'Value Diversity' criteria. Ensure team members participating in activities with people with disability have appropriate understanding of this capability and relevant expertise	DESC/DIAC/P&C	Q1 2016 and ongoing
	3. Work with DC on the reform of the Regional Advisory Committee (RAC) program and investigate the possibility of Service NSW representatives participating in these committees	DIAC	Q3 2016
	4. Foster sustained and proactive relationships with local agencies and councils	Frontline Managers	Ongoing

Outcome Three – Leadership

The CEO and senior managers actively promote and are accountable for the implementation of the Principles of disability inclusion with Service NSW and the wider community

A.3.1.3 - Active involvement of senior management

Strategy	Goals	Accountability	Timeframe
Leadership of the Plan	1. Update the ELT quarterly on the progress of Plan goals, including new initiatives and how they can be applied to the agency	DIAC	Quarterly
	2. Biannually inform the Customer Advisory Board (CAB) of the strategic goals and progress of the Plan.	CEO	Bi-Annually
	3. Utilise executive strategic mechanisms to communicate with people with disability communities and groups	CEO	Ongoing
	4. Endorse the Plan through relevant communication mediums (i.e. weekly CEO message). Provide regular updates on the outcome of goals and promote upcoming initiatives	CEO	As applicable
	5. Participate in relevant committees to lead discussions and best practice	CEO/ELT	Ongoing

A.3.2.3 - Accountability of senior management

Strategy	Goals	Accountability	Timeframe
Senior managers lead and embed the plan	1. Incorporate reports on significant disability inclusion activities and achievements into a quarterly agenda of the ELT	DESC	Quarterly
	2. Identify opportunities for the agency to promote high level achievements under the plan to other government agencies	DESC/DIAC	Ongoing
	3. Further to A.1.1.3.1 review and appoint members to the DESC from senior management in relevant business units	CEO/ELT	Review annually

B – Liveable Communities

Outcome Four – Participate

Creative solutions are developed that support liveable communities

B.4.1.3 – Buildings

Strategy	Goals	Accountability	Timeframe
Services and places of business are accessible to people with disability	1. Continue to be compliant with Australian Standards for access and mobility (AS1428 parts 1 to 5) of owned or leased Service NSW buildings and continue to provide accessible toilets, change tables, parking and transport to our service centres and digital stores	SD	Ongoing

B.4.2.3 – Planning for Disability Inclusion

Strategy	Goals	Accountability	Timeframe
Coordinated planning improving access and inclusion across agencies and community	1. Four (4) team members to attend and represent Service NSW at the Disability Planning forum. Emerging needs from the forum to be documented in this Plan	SD/BAO&T/BDG/CR	Q1 2016
	2. Involvement in external disability celebration endorsed within Service NSW e.g. International Day of People with Disability, Don't Dis My Ability	DIAC/CR	Q2 2016
	3. Review the local community engagement strategy and identify where services could be strengthened to respond to demand	CR	Q4 2016

Strategy	Goals	Accountability	Timeframe
	4. Investigate relevant community events to attend and support. Work with DC to find out about upcoming events and promote Service NSW. Investigate possibility of pooling resources and budgets to support people with disability programs	CR/DIAC	Ongoing
	5. Develop a proactive internal communications campaign to celebrate the diversity of staff	CR	Ongoing
	6. Review local community engagement activities and identify where services could be strengthened to respond to demand	CR	Q4 2016

C – Employment

Outcome Five - Human Resources

The capacity of Service NSW is enhanced by the employment and training of people with expertise in disability support and management

C.5.1.3 - Staffing reflects business needs

Strategy	Goals	Accountability	Timeframe
Diversity skills integrated across agency	1. Provide a record of all disabilities reported at each location. Identify gaps in conjunction with community profile (A.1.3.3.1) and make recommendations to overcome barriers	P&C/DIAC	Review quarterly
	2. Offer ongoing opportunities for input to the strategic plans of the business through the DIAC	DIAC	Ongoing
	3. Work with Jobs NSW to ensure the application process is simple and available to job seekers with a disability	P&C/DIAC	Q1 2016

C.5.2.3 - Cultural and linguistic competence

Strategy	Goals	Accountability	Timeframe
Planned positioning and utilisation	1. Using data from A.1.3.3.2, research experts in disability support and managements in the public and private sector that may be utilised to enhance programs	DIAC	Q3 2016

Strategy	Goals	Accountability	Timeframe
	2. Establish a schedule for assessing how often the disability support skills are requested and used. Based on this assessment, review whether the agency needs to consider alternative strategies such as the designation of support positions	SD/BAO&T/P&C/DIAC	Q1 2016
	3. Investigate programs for skill enhancements for team members with disability	P&C/DIAC	Q3 2016
	4. Ensure relevant capabilities are applied to positions with disability inclusion accountability	P&C/Service NSW Leaders	Ongoing
	5. Work with local communities to promote vacancies and encourage applications. Investigate any barriers to recruitment from local areas	P&C/Service NSW Leaders	Ongoing

C.5.3.3 - Employee development and support

Strategy	Goals	Accountability	Timeframe
Disability inclusion training articulated to client and agency needs	1. Review awareness of local factors that impact people with disability in each centre and make recommendations for sensitivity training	P&C/Service NSW Leaders	Q3 2016
	2. Investigate needs and potential for disability inclusion training offerings, particularly for frontline team members	P&C/DIAC	Q1 2017

D – Systems and Processes

Outcome Six - Access and equity

Barriers to the accessibility of services for people with disability are identified and programs and services are developed to address them

D.6.1.3 - Responsive mainstream and targeted programs

Strategy	Goals	Accountability	Timeframe
Program delivery shaped to meet the specific issue and locality needs	1. Work with relevant agencies to develop support and strengthen offering/ease of access for people with disability	BDG/SD	Q3 2016
	2. Analyse social presence (i.e. signage or other) range of options for viewing/listening in digital services. Make recommendations to enhance presence	SD/BAO&T	Q4 2016

D.6.2.3 – Additional service use

Strategy	Goals	Accountability	Timeframe
Disability inclusion is embedded with all functions across all regions	1. Using relevant employee expertise, census and partner agency data, review additional services offered on website for people with disability	SD/BAO&T	Q2 2016

D.6.3.3 - Accountability of funded services

Strategy	Goals	Accountability	Timeframe
Systematic evaluation including complex needs	1. Participate in the Accelerating Digital Government Taskforce to develop the transition to digital government in NSW. Ensure the needs of people with disability in NSW – as customers, partners and industry – are considered during the transformation	BAO&T/SD	Ongoing
	2. In line with priorities in the Plan, identify specific outcomes for particular disability groups	BDG/DIAC	Q2 2016

Outcome Seven - Communication

A range of communication formats and channels are used to inform people with disability about Service NSW programs, services and activities

D.7.1.3 - Planned Communication

Strategy	Goals	Accountability	Timeframe
Mainstream and targeted communications	1. Review communication options to target people with disability. Relate to research conducted in A.1.3.3.1 to target specific areas	CR/SD	Ongoing
	2. Consider partnerships with related agencies to develop campaigns for identifying barriers and opportunities for customers. Identify the satisfaction levels of services for people with disability.	CR/DIAC	Q1 2017
	3. Develop a Dashboard of Achievement	CR/BAO&T/DIAC	Q2 2016

D.7.2.3 - Emerging technology use

Strategy	Goals	Accountability	Timeframe
Integration of new media across the communications spectrum	1. Monitor new technologies (such as mobile app and self-service mechanisms) to be adopted and provide alternate versions for ease of use for people with disability where possible	CR/BAO&T/SD	Ongoing
	2. Review and update technologies to include simpler, more accessible services to people with disability	BAO&T/SD	Ongoing

Outcome Eight - Social and economic development

Programs and services are in place to develop and use the skills of an inclusive population for the social and economic benefit of the state

D.8.1.3 - Building potential through partnerships

Strategy	Goals	Accountability	Timeframe
Strategic partnerships and program models	1. Work with the Small Business Commission to develop joint initiatives to promote the accessibility of Service NSW to the whole community	BDG/DIAC	Q1 2017
	2. Work with non-government organisations to research disability diversity priorities and plans. Include local and international best practice customer service organisations	DIAC	Q1 2017
	3. Work with Local, Federal and international Government agencies to discuss and promote best practice customer service and disability support offerings	CEO/ELT supported by DIAC/DICo	Q3 2017

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Glossary

CAB	Customer Advisory Board
DIAP	Disability Inclusion Action Plan
ELT	Executive Leadership Committee
DIAC	Disability Inclusion Action Committee
DICo	Disability Inclusion Coordinator
DESC	Disability Executive Steering Committee
DC	Disability Council
The Plan	Service NSW Disability Inclusion Action Plan
WCAG	Web Content Accessibility Guidelines