Disability Inclusion Action Plan 2020–2025

Department of Customer Service

NSW GOVERNMENT
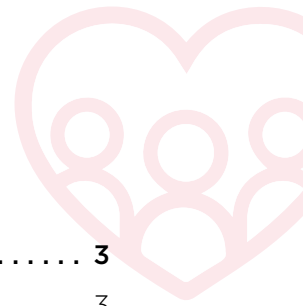
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1. Foreword

1.1. Acknowledgement of Country

The Department of Customer Service acknowledges the many Traditional Custodians and language groups of NSW.

We acknowledge and pay respect to the Elders past and present, and we acknowledge those of the future, for they will hold the memories, traditions and hopes of Aboriginal Australians. We also pay respect to Aboriginal colleagues, stakeholders and customers. We particularly acknowledge all First Nations people with disability and their carers.

1.2. A Message from the Secretary of Customer Service

I am pleased to present the Department of Customer Service's Disability Inclusion Action Plan (Plan) for 2020–2025.

The Plan is our commitment to build on the actions that we have already taken to make the Customer Service Cluster an even more inclusive organisation for our people, our customers and our community.

The Plan creates a five-year roadmap to ensure our services, facilities and workplaces are accessible to all. It also ensures that opportunities to work with us are open to the entire community by identifying and breaking down the barriers which prevent those with disability from enjoying the same opportunities and choices as everyone else.

This is vitally important when you consider that over four million people in Australia, almost one in five, have a disability and this proportion is increasing with an ageing population.

People and inclusion are at the heart of our culture and I am particularly passionate about ensuring greater diversity and inclusion initiatives within our Cluster. Diversity brings a broader range of thinking that helps improve government services and resolve policy issues. Diversity allows us to deliver better customer service outcomes and to become the world's most customer-centric government. It also means those with disability can pursue meaningful and fulfilling careers in a supportive and inclusive environment

The success of this Plan will rely on the commitment of all our people and will be driven by our Disability Inclusion Steering Committee reporting to the Diversity and Inclusion Advisory Council, which I lead. We all have a role to play in the journey towards greater inclusion and to be advocates for this priority work

As the proud owner of all Customer Service diversity and inclusion initiatives, I encourage you to read the Plan and support the actions that arise from it.

I look forward to working with you to deliver this Plan and to achieve our goals. I also look forward to hearing from our customers and the community to help us be the world's most customer and community centric government.

Emma Hogan

Secretary of the Department of Customer Service

2. About the Department of Customer Service NSW

2.1. Our vision, purpose and values

2.1.1. Our vision

For NSW to be the world's most customer-centric government.

2.1.2. Our purpose

Customers and communities can expect government services to be trustworthy, effective and easy no matter who they are, where they are, or what they need.

2.1.3. Our outcomes

- Excellence in customer service
- Digital leadership and innovation in government services
- Fair, secure and efficient markets.

2.1.4. Our values

Integrity

- Consider people equally without prejudice or favour
- Act professionally with honesty, consistency and impartiality
- Take responsibility for situations, showing leadership and courage
- Place the public interest over personal interest.

Trust

- Appreciate difference and welcome learning from others
- Building relationships based on mutual respect
- Uphold the law, institutions of government and democratic principles
- Communicate intentions clearly and invite teamwork and collaboration
- Provide apolitical and non-partisan advice.

Service

- Provide services fairly with a focus on customer needs
- Be flexible, innovative and reliable in service delivery
- Engage with the not-for-profit and business sectors to develop and implement service solutions

- Focus on quality while maximising service delivery.

- Accountability

- Recruit and promote employees on merit

- Take responsibility for decisions and actions

- Provide transparency to enable public scrutiny

- Observe standards for safety

- Be fiscally responsible and focus on efficient, effective and prudent use of resources.

2.2. Our role

The Department of Customer Service Cluster (Cluster) is committed to championing the interests and perspectives of NSW citizens to deliver better customer service outcomes. Our role is:

- **Central agency.** Set the whole of government strategy, standards and drive agency accountability

- **Network leader.** Unique services to support the clusters' delivery provided by cost effective centres of excellence

- **Service delivery and reform.** Service excellence in the delivery of customer facing functions both for the Cluster and whole of government.

3. Our approach to Inclusion and Diversity

A roadmap to inclusion: Our people, customers and community

Our People Strategy has identified 'people and inclusion at heart' as a key focus area. Our aim is to ensure that all our people feel valued and have a consistent employee experience and that they belong here at the Department of Customer Service.

Our roadmap will encompass best practices to create sustainable inclusion for our people, our customers, our suppliers and our community.

As well as this Disability Inclusion Action Plan, our roadmap toward inclusion encompasses:

A refreshed Diversity and Inclusion Strategy (see Appendix 1)

Aligning our strategy to the NSW Premier Priority targets (see Appendix 6)

Ensuring diverse and disability representation on the NSW Disability Inclusion Plan Implementation Committee and work undertaken by the Public Service Commission on employment of people with disability

Web Content Accessibility Guidelines (WCAG) building tools and delivery resources in the NSW Design System

Supporting the Cluster's nine Employee Resource Groups to provide advice to inform the development of inclusive programs at DCS:

- Disability ('AbilityDCS')

- Aboriginal

- Carers

- Culturally and Linguistically Diverse

- Over 45 ('Generations')

- Men's

- LGBTQIA+ ('PRIDE')

- Leading Women

- Young Professionals Network.

4. Our achievements

Prior to machinery of government changes in 2019, the Department of Customer Service (DCS) was the Department of Finance, Services and Innovation (DFSI). Service NSW is an executive agency which was part of the Finance, Services and Innovation Cluster and is now part of the Customer Service Cluster

We are proud of the achievements we have made based on the two previous plans for DFSI (DFSI Disability Inclusion Action Plan 2015-18) and Service NSW (Service NSW Disability Action Plan 2015-17, PDF, 522 KB).

- Formation of the Diversity and Inclusion Advisory Council, led by the Secretary, and AbilityDCS Employee Resource Group (disability employee network)

- Annual celebration and awareness through International Day of People with Disability events in 2017, 2018 and 2019

- Gold membership of the Australian Network on Disability for both the State Insurance Regulatory Authority and the Cluster as a whole, with Service NSW having silver membership

- A Department of Customer Service agency, the State Insurance Regulatory Authority, commenced the accreditation process to become a Disability Confident Recruiter, to be rolled out Cluster-wide in 2020

- Launch of the Department of Customer Service Workplace Adjustment Statement and Passport, with virtual ergonomic assessments receiving very positive feedback from our people

- All Service NSW Service Centres are equipped with audio loops, are wheelchair-accessible and have at least one accessible counter which incorporates microphone and headset

- Service NSW Service Centres offer real-time captioning and Auslan-English interpreting to customers who are Deaf or hard of hearing

- Our online contacts pages encourage customers who are Deaf, hard of hearing or speech-impaired to contact us via the National Relay Service

- Participation in the Australian Network on Disability 'Stepping Into' program, a paid internship scheme that matches talented university students with disability with roles in leading Australian businesses

- Online training modules on disability awareness and confidence for both managers and staff, developed by both the Public Service Commission and the Australian Network on Disability (with mandatory participation in online training by all employees of the State Insurance Regulatory Authority)

- Inclusion of accessibility in planning and design of new premises such as our new premises, 4 Parramatta Square.

- Flexible Work Project launched, including Manager Awareness Training

- People Matter Employee Survey results analysis by disability

- Fair Trading's inclusive engagement toolkit, Talkin' Together, which includes the importance of engaging with people with disability and using appropriate language

- Attendance at the Annual Deaf Festival in 2018 and 2019 in celebration of Sydney's Deaf and hard of hearing communities.

5. Our commitment for 2020–2025

5.1. Ensuring this plan succeeds – learnings from the DIP Report

In June 2019, the Report on the [NSW Disability Inclusion Plan (DIP Report)](#), commissioned by the NSW Government, was released. The DIP Report made a number of findings related to agency Disability Inclusion Action Plans which the Department of Customer Service will implement for this Plan.

5.1.1. Engagement with the disability sector and people with disability

The Cluster will continue to draw on the skills, knowledge and experiences of AbilityDCS and will wherever possible expand our ongoing engagement with stakeholders to specifically include people with disability.

5.1.2. Resourcing of the development and implementation phases of the process

All Cluster staff are responsible for championing accessibility and inclusion in their division.

Accountable executives are responsible for ensuring that actions relevant to their area are budgeted for and implemented. Some centralised funding may be available.

The Plan includes an indicative cost for each action:

- Low cost (i.e. may cost less than $20,000).

- Medium cost (i.e. may cost between $20,000 and $100,000).

- High cost (i.e. may cost more than $100,000).

The Cluster will apply budget estimates to each action of this Plan and seek ways to ensure that disability inclusion and access is part of our business as usual processes in order to avoid the costs of retro-fitting equipment and processes. Budgeting will align with our Workplace Adjustment Statement and Passport requirements.

5.1.3. Governance structures and support from champions

The Cluster will implement strong governance structures – see section [6. Governance and reporting](#).

5.1.4. Disability Employee Networks (DENs)

The Cluster will continue to support AbilityDCS financially and provide time for members to participate and contribute to the work of the group during working hours.

5.1.5. Data collection and reporting

The Cluster commits to reporting which:

- Focuses on impact and outcomes

- Documents challenges and limitations

- Does not overburden reporters.

We commit to implementing data collection and sharing processes which lead to the identification of tangible impacts of the Plan.

5.2. The NSW State Disability Inclusion Plan

The [NSW State Disability Inclusion Plan](#) is the NSW Government's commitment to identify and break down the barriers which prevent those with disability from enjoying the same opportunities and choices as everyone else. It aligns with the [National Disability Strategy](#) and the NSW Government's obligations under the United Nations Convention on the Rights of Persons with Disabilities.

The Plan has four focus areas that are aimed at creating long-term change and require consistent efforts from government and the wider community. The focus areas are:

1. Developing positive community attitudes and behaviours

2. Creating liveable communities

3. Supporting access to meaningful employment

4. Improving access to mainstream services through better systems and processes.

This Plan maps our intended actions against these four focus areas and was developed in line with the [Disability Inclusion Action Planning Guidelines.](#)

6. Governance and reporting

Detailed plans will be developed for each action item in this Disability Inclusion Action Plan, ensuring there are clear outcomes and accountability and collaboration to drive success within the entire Cluster.

A Disability Inclusion Steering Committee (Steering Committee) has been implemented, comprising:

- Executive Sponsor – disability

- Disability Champions across the business

- Representatives of our Diversity and Inclusion team

- Representatives of AbilityDCS.

The Steering Committee will report quarterly on a line by line basis to our Diversity and Inclusion Advisory Council, which is chaired by our Secretary.

Plan progress will be outlined in the Department of Customer Service Annual Report.

7.   The Disability Inclusion Action Plan

7.1.   Outcome area 1: Commitment

7.1.1.   Outcome: Disability inclusion is a valued and demonstrated behaviour, supported by our organisation so that staff develop a sense of belonging

Action	Success measures	Lead area (areas in italics support lead area)	Accountable Senior Executive	Indicative cost
AbilityDCS is empowered to support the Cluster in disability inclusion	**Annually:** Representatives of AbilityDCS Employee Resource Group and Disability Inclusion Steering Committee to meet twice per year with Senior Executive Group to update on priorities and issues and be updated	Diversity and Inclusion	Chief People Officer	Low
	Annually: DCS continues to support AbilityDCS members to be actively involved in AbilityDCS to meet regularly and advise DCS on this Plan and other issues as they arise. Members will have access to a formal channel of communication to enable AbilityDCS to advise DCS on the development of this Plan and other issues as they may arise	Diversity and Inclusion	Chief People Officer	Low
Senior leaders public support disability inclusion	**Annually:** Internal communications to include a minimum of one 'spotlight' around disability inclusion eg senior leadership publicly sharing their support in their updates etc, spotlight on staff member with disability in the Essentials newsletter etc, showcase of different disability types	Brand, Digital and Communications	Deputy Secretary, Customer, Delivery and Transformation	Low

7.1.2. Outcome: Our leaders demonstrate commitment to an inclusive and accessible workplace

Action	Success measures	Lead area (areas in italics support lead area)	Accountable Senior Executive	Indicative cost
Our leaders will be aware of and committed to disability inclusion	**January 2021 (performance planning cycle):** The success measures outlined in this Plan are included as key performance indicators in each Executive Performance Plan (and may cascade to be included in their teams' Performance Plans	Office of the Secretary People and Culture (Employee Experience & Talent)	Secretary	Low

7.1.3. Outcome: We understand the needs of our people, monitor trends and enable the development of programs which are responsive to the needs of people with disability.

Action	Success measures	Lead area (areas in italics support lead area)	Accountable Senior Executive	Indicative cost
Enhance reporting of disability-specific data	**October 2021:** Review and improve meaningful reporting on disability, including SAP data to improve the data integrity in the system **Annually:** • Encourage take-up throughout the Cluster of using SAP to share disability and other diversity information • Report to the Disability Inclusion Steering Committee on both raw data and data using formula supplied by the Public Service Commission • Disability-specific results of People Matter Employee Survey reported to the Disability Inclusion Steering Committee • Review of year-on-year trends within response data-sources, including comparison of the workforce self-reported response data against the anonymous People Matters Employee Survey response data and other survey response data as required. • Demonstrate by comparison of year-on-year data for the Cluster, an overall increase to take-up of SAP use to share disability and other diversity information • Response numbers across all data sources increase each year of the Plan, therefore the number of individuals participating repeatedly over multiple subsequent years also increases. Employees provide a similar response across all data sources, showing increasing consistency year-to-year. • A process to identify areas of the Cluster with high levels of correlation between SAP and People Matter Employee Survey is implemented. • Cluster areas identified as above to undertake project to identify and outline the methods, tools and resources used to achieve high levels as a learning resource able to be shared with other Cluster areas	People and Culture (HR Policy and Support)	Chief People Officer	Low

7.1.4. Outcome: We hold ourselves accountable for progressing disability access and inclusion.

Action	Success measures	Lead area (areas in italics support lead area)	Accountable Senior Executive	Indicative cost
	October 2021: Each Division publishes links on its intranet page to live DIAP reporting	(NA)	All senior executives	Low
Ensure transparency of our Plan actions	**October 2021:** • Publish Plan on Australian Human Rights Commission register and the Cluster website, with links from Cluster websites • Publish an executive summary, alongside Easy English and Auslan versions, on the Department of Customer Service website, and make these available to the Disability Council and Australian Human Rights Commission • Publish Workplace Adjustment Statement on our customer-facing websites as well as our intranet **Annually:** Disability Inclusion Steering Committee publishes report of progress of this plan on intranet	Brand, Digital and Communications *Disability Inclusion Steering Committee*	Deputy Secretary, Customer, Delivery and Transformation	Low

Action	Success measures	Lead area (areas in italics support lead area)	Accountable Senior Executive	Indicative cost
Undertake Australian Network on Disability Index Benchmark twice over the Plan life span	**October 2022:** • Audit undertaken with improved results across all 10 key areas used in the audit, and as reflected in this Plan • Share results of the audit as reported by the Australian Network on Disability with Diversity and Inclusion Advisory Council	People and Culture (Organisational Development) *All Divisions; AbilityDCS; Disability Inclusion Steering Committee; ERP Modernisation Program Team*	Chief People Officer *Executive Sponsor, Disability* *Deputy Secretary, Digital.NSW*	Medium
	October 2023: Completion or implementation of priority recommendations from Index Roadmap Report	People and Culture (Organisational Development) *All Divisions;* *AbilityDCS;* *Disability Inclusion Steering Committee;* *ERP Modernisation Program Team*	Chief People Officer *Executive Sponsor, Disability* *Deputy Secretary, Digital.NSW*	Medium
	October 2024: Audit undertaken with improved results across all 10 key areas Share results with Diversity and Inclusion Advisory Council **October 2025:** Completion or implementation of all recommendations from Index Roadmap Report	People and Culture (Organisational Development) *All Divisions;* *AbilityDCS;* *Disability Inclusion Steering Committee;* *ERP Modernisation Program Team*	Chief People Officer *Executive Sponsor, Disability* *Deputy Secretary, Digital.NSW*	Medium

Action	Success measures	Lead area (areas in italics support lead area)	Accountable Senior Executive	Indicative cost
Ensure all people who work for the Cluster can access advice about disability inclusion	**October 2021:** Accessibility working group formed, comprising experts in premises, communications and ICT accessibility, which acts as a central point of contact for any employee to raise any accessibility issue and which maintains a register of issues and reports these quarterly to the Disability Inclusion Steering Committee	Diversity and Inclusion *Data Insights*	Chief People Officer *Deputy Secretary, Customer Delivery and Transformation*	Low
	October 2021: Publication and promotion on intranet of sources of independent advice on disability inclusion matters eg Disability Employment Services, disability advocacy organisations, JobAccess	Customer Delivery and Transformation (Internal Communications)	Deputy Secretary, Customer Delivery and Transformation	Low
	October 2022: Intranet includes mechanism to report (anonymously or not) accessibility issues to the accessibility working group	Customer Delivery and Transformation (Internal Communications)	Deputy Secretary, Customer Delivery and Transformation	Low

7.1.5. Outcome: Our people feel engaged and safe to share their disability status

Action	Success measures	Lead area (areas in italics support lead area)	Accountable Senior Executive	Indicative cost
The Cluster's Health and Wellbeing strategy is aligned with this Plan	**October 2021:** • Five per cent of our people have completed Mental Health skills training (eg Mental Health First Aid, the Black Dog Institute's Workers' Skills program, Confident Conversations for Mentally Healthy Workforces), commencing with people leaders • Communications published about the Employee Assistance Program and myLearning playlists for individual needs, including ensuring adjustments are available to access Employee Assistance Program • The Cluster Health and Wellbeing strategy is aligned to Plan	People and Culture (Safety and Wellbeing)	Chief People Officer	Medium
	October 2022: Six per cent of our people have completed Mental Health training	People and Culture (Safety and Wellbeing)	Chief People Officer	Medium
	October 2023: Seven per cent of our people have completed Mental Health training	People and Culture (Safety and Wellbeing)	Chief People Officer	Medium
	October 2024: Eight per cent of our people have completed Mental Health training	People and Culture (Safety and Wellbeing)	Chief People Officer	Medium
	October 2025: Nine per cent of our people have completed Mental Health training	People and Culture (Safety and Wellbeing)	Chief People Officer	Medium

Action	Success measures	Lead area (areas in italics support lead area)	Accountable Senior Executive	Indicative cost
Our people are comfortable sharing their disability status	**Annual:** • The number of people sharing their disability status on HR system increasingly aligns with the number on the People Matter Employee Survey • Analysis of the People Matter Employee Survey data for disability and an action plan developed to address feedback • Analysis of People Matter Employee Survey and SAP data to use both median and mean values	People and Culture (Organisational Development)	Chief People Officer	Low

7.1.6. Outcome: We understand the needs of our people and customers with disability who belong to multiple diversity groups, and take tailored action to support them

Action	Success measures	Lead area (areas in italics support lead area)	Accountable Senior Executive	Indicative cost
Our disability inclusive actions incorporate understanding of intersectionality	**October 2021:** As part of this Plan and the Aboriginal Employment Strategy, formalise partnership with the First Peoples Disability Network or other appropriate organisation to co-design recruitment campaign, develop meaningful career objectives, and to ensure DCS disability policies and practices captured in both are trauma-informed and culturally safe.	Organisational Development, AbilityDCS and Aboriginal ERG	Chief People Officer	Low
	October 2021: Capture of baseline data on current numbers (as self-reported in SAP) of people who have disability and are members of other diversity groups	Analytics and Structures	Chief People Officer	Low
	October 2022: Incorporate and report on progress of Behavioural Insights Unit (BIU) "Data and System Recommendations as part of the Enterprise Resource Planning" (ERP) Modernisation Project, via the 'voice of the customer' governance mechanism. This will improve data collection and system enhancements to better measure outcomes for people with disability, ensure we are meeting the Premier's Priority in a way that is sensitive to intersectionality, and enable the measurement of behavioural outcomes on all diversity measures.	ERP Modernisation Program Team	Deputy Secretary, Digital.NSW	Low
	October 2023: Review of ERP Modernisation Project completed, including data collection and system enhancements on measures for people with disability (subject to funding and project scope)	ERP Modernisation Program Team	Deputy Secretary, Digital.NSW	Low
	October 2025: Final report on ERP Modernisation Project, data collection and system enhancements on measures for people with disability (subject to funding and project scope). Report to DISC and DCS Executive	ERP Modernisation Program Team	Deputy Secretary, Digital.NSW	Low
	Annually: Undertake process to review total number of Aboriginal employees with disability across Cluster. Analyse employment outcomes and engagement data to review intersectionality and required supports for all staff. Further goals to be determined and achieved in line with both this Plan and the Aboriginal Employment Strategy.	Talent Acquisition, AbilityDCS and Aboriginal ERG	Chief People Officer	Low

7.2. Outcome area 2: Premises

State Disability Inclusion Plan focus area: *Creating Liveable Communities*

7.2.1. Outcome: Department of Customer Service Cluster premises are fully accessible for our people and customers with mobility, sensory and/or other disability

Actions	Success measures	Lead areas (areas in italics support lead area)	Accountable Senior Executive	Indicative cost
We will provide premises that allow safe, comfortable and dignified access and facilities for people with disability in accordance with the relevant codes and standards	**October 2021:** Premises are free of hazards and barriers; utility of accessibility features (e.g. accessible toilets) is prioritised for maintenance or work orders	Corporate Services (Workplace and Property Services) *People and Culture (Employee Safety and Wellbeing)*	Chief Operating Officer, Corporate Services *Chief People Officer* *Chief Technology Officer* *Chief Information Officer*	Low
	October 2021: Access audit of all premises used by the Cluster and develop proposal for any identified remediation work in order to achieve NSW Government Accessible Office Design: Bronze	Corporate Services (Workplace and Property Services) *People and Culture (Employee Safety and Wellbeing)*	Chief Operating Officer, Corporate Services *Chief People Officer* *Chief Technology Officer* *Chief Information Officer*	Medium

Actions	Success measures	Lead areas (areas in italics support lead area)	Accountable Senior Executive	Indicative cost
(continued) We will provide premises that allow safe, comfortable and dignified access and facilities for people with disability in accordance with the relevant codes and standards	**October 2021:** At least one hearing loop per workplace (with further, portable hearing loops able to be requested under Workplace Adjustments)	Corporate Services (Workplace and Property Services) *People and Culture (Employee Safety and Wellbeing)*	Chief Operating Officer, Corporate Services *Chief Technology Officer* *Chief Information Officer* *Chief People Officer*	Low
	October 2021: Develop a Design brief in consultation with external providers (e.g. refurbishments) that includes current best practice accessibility requirements	Corporate Services (Workplace and Property Services) *People and Culture (Employee Safety and Wellbeing)*	Chief Operating Officer, Corporate Services *Chief People Officer* *Chief Technology Officer* *Chief Information Officer*	Low (to avoid high retrofitting costs)
	Personal Emergency Evacuation Plans are included in Workplace Adjustment Passports of staff where appropriate, noting that: • this will require consideration of the process for administering building access • building access systems may be able to leverage ERP data	Corporate Services (Workplace and Property Services) *People and Culture (Employee Safety and Wellbeing)*	Chief Operating Officer, Corporate Services *Chief People Officer* *Chief Technology Officer* *Chief Information Officer*	Medium

Actions	Success measures	Lead areas (areas in italics support lead area)	Accountable Senior Executive	Indicative cost
(continued) We will provide premises that allow safe, comfortable and dignified access and facilities for people with disability in accordance with the relevant codes and standards	**October 2022:** Compliance throughout DCS premises with Disability (Access to Premises - Buildings) Standards 2010 and the Australian Network on Disability Benchmark Report and NSW Government Accessible Office Design: Silver Undertake dignified access review or similar to identify any barriers to be removed or additional features required to achieve accessibility beyond minimum standards (e.g. visual alarms; quiet working space) – two workplace premises and one indicative Sydney Service Centre	Corporate Services (Workplace and Property Services) *People and Culture (Employee Safety and Wellbeing)*	Chief Operating Officer, Corporate Services *Chief People Officer* *Chief Technology Officer* *Chief Information Officer*	Low Medium
	October 2023: Compliance throughout DCS premises with NSW Government Accessible Office Design: Gold Visitor registration process, including staff visiting other premises, to include field asking if the person needs assistance in the event of an emergency, and if so, what type of assistance At least one accessible car space is available at each NSW Service Centre for the use of customers.	Corporate Services (Workplace and Property Services) *People and Culture (Employee Safety and Wellbeing)*	Chief Operating Officer, Corporate Services *Chief People Officer* *Chief Technology Officer* *Chief Information Officer*	Low
	October 2024: Undertake dignified access review or similar to identify any features required to achieve accessibility beyond minimum standards (e.g. visual alarms) – outstanding workplace premises	Corporate Services (Workplace and Property Services) *People and Culture (Employee Safety and Wellbeing)*	Chief Operating Officer, Corporate Services *Chief People Officer* *Chief Technology Officer* *Chief Information Officer*	Low

Actions	Success measures	Lead areas (areas in italics support lead area)	Accountable Senior Executive	Indicative cost
(continued) We will provide premises that allow safe, comfortable and dignified access and facilities for people with disability in accordance with the relevant codes and standards	**October 2025:** Best practice accessibility of premises achieved	Corporate Services (Workplace and Property Services) *People and Culture (Employee Safety and Wellbeing)*	Chief Operating Officer, Corporate Services *Chief People Officer* *Chief Technology Officer* *Chief Information Officer*	Low

7.3. Outcome area 3: Workplace adjustments

State Disability Inclusion Plan focus area: *Supporting access to meaningful employment*

7.3.1. Outcome: All events, meetings and training hosted by the Department of Customer Service are accessible for all

Actions	Success measures	Lead area (areas in italics support lead area)	Accountable Senior Executive	Indicative cost
We use tools and processes to ensure our people and customer can fully participate	**October 2021:** Accessible meetings and events policy, including information about JobAccess, published on intranet and communicated to Cluster Adjustments required on a 'group' basis (that is, those which ensure accessibility by a broad group not a specific individual e.g. captioning of internal videos paid for from central budget held by People and Culture, with Divisions working towards self-funding business as usual accessibility from 2025 Delivery of periodic communications to ensure all staff are aware of the importance of using accessible communication tools and preferences (e.g. Teams with video and captioning)When procuring from external event organisers, all briefings will include accessibility requirements in alignment with the accessible meetings and events policy	Customer Delivery and Transformation (Internal Communications)	Chief Operating Officer, Corporate Services (internal events) Deputy Secretary, Customer Delivery and Transformation (Internal Communications) *Chief People Officer*	High (as combined with individual workplace adjustments)
	October 2022: Invitations via Outlook and Teams (or other platforms) automatically include information about available adjustments (e.g. hearing loops) and a comment to participants to request further adjustments	Chief Information Officer Chief Technology Officer	Chief Operating Officer	Low
	October 2025: All Divisions have budgeted for BAU 'group' accessibility – that is, actions which are taken to ensure accessibility for all rather than for specific individuals (for example, captioning of internal or external videos)	NA	All Deputy Secretaries	Medium

Actions	Success measures	Lead area (areas in italics support lead area)	Accountable Senior Executive	Indicative cost
(continued) We use tools and processes to ensure our people and customer can fully participate	**October 2021:** Offer training on accessibility features to people with disability, their managers and teams **Annually:** The number of people undertaking training on accessibility features increases	Safety and Wellbeing, Diversity and Inclusion, Learning and Development	Chief People Officer	Low
	ICT services to support equipment and JobAccess reimbursement process as workplace adjustments	Service Management Office	Chief Operating Officer, Corporate Services	Low
	The Workplace Adjustment intranet page is updated to include further information about lesser known adjustments such as manager communication styles, mentoring and 'buddy' systems, and this is communicated periodically throughout the Cluster	Brand, Digital and Communications	Chief Executive, Customer Delivery and Transformation	Low

7.3.2. Outcome: Our people can work effectively, safely with dignity and mobility across the Cluster, regardless of where they work

Actions	Success measures	Lead area	Accountable Senior Executive	Indicative cost
Workplace Adjustments will be simple to obtain and enhance work mobility	**October 2021:** • Onboarding includes information about the availability of flexible working arrangements • Flexible working arrangements, including job share opportunities, in line with the Flexible Working Policy will continue to be available to all staff who require them • All staff who require adjustments (e.g. to work hours or location, manager communication style, equipment) have a Workplace Adjustment Passport • A central budget held by People and Culture is established for Workplace Adjustments	People and Culture (Safety and Wellbeing) *People and Culture (Organisational Development)*	Chief People Officer	Low
	October 2023: Digital Workplace Passport implemented, including privacy impact assessment if required	People and Culture (Safety and Wellbeing)	Chief People Officer	Medium
	Annually: The Workplace Adjustment Statement and information about the Workplace Adjustment Passport is promoted throughout the Cluster as part of the celebrations of International Day of People with Disability Take-up of Workplace Adjustment Passports increases Review of Workplace Adjustment costs against budget	People and Culture (Safety and Wellbeing) *People and Culture (Organisational Development)*	Chief People Officer	Low

7.3.3. Outcome: Our people are disability confident, including in their use of appropriate language

Actions	Success measures	Lead area (areas in italics support lead area)	Accountable Senior Executive	Indicative cost
Our people have completed disability confidence and/or disability awareness training	**October 2021:** All members of recruitment teams, including new starters, have completed online disability confident recruiter modules (as part of achieving Disability Confident Recruiter status) All hiring managers have completed disability confident managers module All Telco Authority and State Insurance Regulatory Authority staff have completed manager or workforce modules Human Resources Business Partners are upskilled in supporting managers of people with disability Disability confidence modules mandatory across Cluster, including new starters	People and Culture (Learning and Development)	Chief People Officer	Low
	October 2021: Negotiate online, scalable training modules available to all our people in Deafness Awareness and Auslan, but focused initially on colleagues and managers of our people who are Deaf/hard of hearing as well as customer-facing staff	People and Culture (Learning and Development)	Chief People Officer	Medium
	October 2022: All staff with Deaf/hard of hearing colleagues to complete online Deafness Awareness Training module and where appropriate introductory Auslan module	People and Culture (Learning and Development)	Chief People Officer	Medium

7.3.4. Outcome: Our people managers understand, support and provide workplace adjustments

Actions	Success measures	Lead area	Accountable Senior Executive	Indicative cost
The Cluster's Workplace Adjustment Statement is available to all and made use of	**October 2021:** Information about The Cluster's Workplace Adjustment Statement and the link to the mandatory Disability Confidence for Managers module is included in new starter packs	People and Culture (Talent Acquisition) People and Culture (Executive Acquisition)	Chief People Officer	(NA)

7.3.5. Outcome: Our people with disability are aware of adjustments available to them and feel confident in requesting them

Actions	Success measures	Lead area	Accountable Senior Executive	Indicative cost
The Cluster's Workplace Adjustment Statement is available to all and made use of	**October 2021:** Offers of Employment contain information on the Cluster's Workplace Adjustment Statement	People and Culture (Employee Safety and Wellbeing)	Chief People Officer	Low
	Annually: Communications about Workplace Adjustment Statement with direction to AbilityDCS Employee Resource Group for support if required Data on take-up of Workplace Adjustment Passport	(NA)	(NA)	(NA)

7.4. Outcome area 4: Communication and marketing

State Disability Inclusion Plan focus areas:

- Developing positive community attitudes and behaviours

- Creating liveable communities

7.4.1. Outcome: We have an inclusive and accessible communications and engagement strategy and approach to all of our communications activities

Actions	Success measures	Lead area (areas in italics support lead area)	Accountable Senior Executive	Indicative cost
Content and templates are reviewed and written to be fully accessible in line with NSW Government digital accessibility guidelines, and guidelines for Word documents, PDF documents, Video and audio and alt text for images. **We use Plain English for communicating, with all content written with reading levels in accordance with the NSW Design System Standards** **Information on accessibility checking of documents is available and promoted**	**October 2021:** The link to NSW guidelines of accessible content is published on the Cluster intranet and promoted annually	Digital Communications	Chief Operating Officer	Low

Actions	Success measures	Lead area (areas in italics support lead area)	Accountable Senior Executive	Indicative cost
(continued) Content and templates are reviewed and written to be fully accessible **We use Plain English for communicating, with all content written with reading levels in accordance with the NSW Design System Standards** **Information on accessibility checking of documents is available and promoted**	**October 2021:** The NSW Government, Service NSW, State Insurance Regulatory Authority, Better Regulation Division and Revenue NSW websites are audited for compliance with WCAG 2.0 Level AA and remediated where necessary	Brand, Digital and Communications *Brand, Digital and Communications* *People and Culture (Learning and Development Team)* *NSW Design System* *BRD engagement team (Safe Work, Fair Trading, Office of Liquor, Gaming and Racing)* *SIRA – engagement team*	Deputy Secretary, Customer, Delivery and Transformation *Deputy Secretary, Digital NSW*	(If upfront) Low; (If remediation required) Medium
	October 2021: Intranet pages are audited for compliance with WCAG 2.0 Level AA and remediated where necessary	Digital Communications	Deputy Secretary, Customer, Delivery and Transformation	Medium
	October 2021: All internal and external digital communications, including branding, conform with WCAG 2.0 Level AA (including procurement processes of external services and products	Digital Communications *Brand, Digital and Communications*	Deputy Secretary, Customer, Delivery and Transformation	Medium
	October 2021: Cluster staff use accessibility checkers (for example, those provided by Office and Adobe) for any internal or external communications	All	Deputy Secretary, Customer, Delivery and Transformation	Low

Actions	Success measures	Lead area (areas in italics support lead area)	Accountable Senior Executive	Indicative cost
(continued) Content and templates are reviewed and written to be fully accessible **We use Plain English for communicating, with all content written with reading levels in accordance with the NSW Design System Standards** **Information on accessibility checking of documents is available and promoted**	**October 2022:** • All internal and external communications, including surveys, templates and forms, are fully accessible • Disability collateral is available in community languages • Disability communications are distributed to all Employee Resource Groups • Forums are held across Employee Resource Groups to raise awareness of intersectional issues	Digital Communications *Brand, Digital and Communications* *Diversity and Inclusion*	Deputy Secretary, Customer, Delivery and Transformation *Chief People Officer*	Low
	October 2021: Where external consultations are undertaken, Disabled People's Organisations are engaged as appropriate	Stakeholder and Community Engagement *Stakeholder Engagement Regulation*	Deputy Secretary, Customer, Delivery and Transformation	Low
	October 2022: All internal and external digital communications, including branding, conform with WCAG 2.1 Level AA	Brand, Digital and Communications	Deputy Secretary, Customer, Delivery and Transformation	Low
	October 2022: Onboarding to include high-level accessible communications (e.g. documents) training	Learning and Development *Brand, Digital and Communications*	Chief People Officer *Deputy Secretary, Customer, Delivery and Transformation*	Low
	October 2022: Audit of relevant communications and digital staff capability in accessible communications and accessible websites, with in-depth training provided if necessary	Learning and Development *Brand, Digital and Communications*	Chief People Officer *Deputy Secretary, Customer, Delivery and Transformation*	Medium

Actions	Success measures	Lead area (areas in italics support lead area)	Accountable Senior Executive	Indicative cost
(continued) Content and templates are reviewed and written to be fully accessible **We use Plain English for communicating, with all content written with reading levels in accordance with the NSW Design System Standards** **Information on accessibility checking of documents is available and promoted**	**October 2023:** Websites (or relevant pages of a NSW Government consolidated website) for the NSW Government, Service NSW, State Insurance Regulatory Authority, Better Regulation Division and Revenue NSW websites are enhanced for compliance with WCAG 2.1 Level AA	Brand, Digital and Communications (Digital Channels) *NSW Design System*	Deputy Secretary, Customer, Delivery and Transformation	Low

7.4.2. Outcome: Our internal and external content is inclusive of people with disability

Actions	Success measures	Lead area	Accountable Senior Executive	Indicative cost
We use inclusive language and include people with disability amongst the spectrum of diversity	**October 2021:** The inclusive engagement toolkit, Talkin' Together (developed by Fair Trading, part of the Business Regulation Division, and co-designed by people with disability, including Aboriginal and CALD communities), is communicated to other parts of the Cluster as an example of best practice Language guidelines are published internally and communicated broadly Internal and external communications include depictions of people with disability – minimum of five per cent all communications include people with disability and 100 per cent of Diversity and Inclusion-specific communications feature person people with disability	Brand, Digital and Communications	Deputy Secretary, Customer, Delivery and Transformation	Low

7.5. Outcome area 5: Products and services

State Disability Inclusion Plan focus areas:

- Creating liveable communities

- Improving access to mainstream services through better systems and processes

7.5.1. Outcome: All internal and external customer services and products, both digital and non-digital, are accessible and inclusive, based on inclusive design principles, with digital products and services delivered to the NSW Design System, and all content is written with reading levels in accordance with the NSW Design System Standards

Actions	Success measures	Lead area	Accountable Senior Executive	Indicative cost
We draw on the knowledge and experience of AbilityDCS, the Cluster and our customers with disability, including Disabled People's Organisations and service providers, to ensure our online, phone and in-person interactions are designed with all customers, including people with disability in mind, and adjustments are available if required	**October 2021:** The Cluster uses multiple means of communication to contact and consult with customers and stakeholders Audit of Service NSW publicly available equipment (eg kiosks) for compliance with NSW Design System Standards Organisations representing and serving Deaf and hard of hearing people are engaged to inform them of the availability in Service Centres of real-time captioning, audio loops and Auslan-English interpreters **October 2021:** Training and intranet pages provided to inform frontline Service NSW employees of: • accessibility features in online and offline environments • how to organise adjustments on request Call centres staff are familiar with the use of the National Relay Service Customers with disability recruited to Service NSW customer research panel	Service NSW (Service Delivery, Frontline Channels) *Digital.NSW* *Insights team (Customer Experience Unit, Customer Delivery and Transformation)* *State Insurance Regulatory Authority (Customer Experience)* *BDM (Quality Manager)* *Better Regulation Division* *Revenue NSW* *Brand, Digital and Communications* *Digital.NSW*	Chief Executive Officer, Service NSW	Low

Actions	Success measures	Lead area	Accountable Senior Executive	Indicative cost
(continued) We draw on the knowledge and experience of AbilityDCS, the Cluster and our customers with disability, including Disabled People's Organisations and service providers, to ensure our online, phone and in-person interactions are designed with all customers, including people with disability in mind, and adjustments are available if required	**October 2022:** All online and paper forms and ICT systems allow customers to state adjustments required (e.g. contact details include the ability to select 'SMS only' or 'via National Relay Service' or preferred contact hours) All feedback mechanisms (complaints, compliments, enquiries) always request disability information to allow for enhanced customer service (Service NSW, SIRA, Revenue NSW, BRD, BDM, Digital.NSW)	Service NSW (Service Delivery, Frontline Channels) *Digital.NSW* *Insights team (Customer Experience Unit, Customer Delivery and Transformation)* *State Insurance Regulatory Authority (Customer Experience)* *BDM (Quality Manager)* *Better Regulation Division* *Revenue NSW* *Brand, Digital and Communications* *Digital.NSW*	Chief Executive Officer, Service NSW	Medium

Actions	Success measures	Lead area	Accountable Senior Executive	Indicative cost
(continued) We draw on the knowledge and experience of AbilityDCS, the Cluster and our customers with disability, including Disabled People's Organisations and service providers, to ensure our online, phone and in-person interactions are designed with all customers, including people with disability in mind, and adjustments are available if required	Report to Steering Committee of usage of accessibility features in Service Centres Customer satisfaction surveys to include questions about disability access	Service NSW (Service Delivery, Frontline Channels) *Digital.NSW* *Insights team (Customer Experience Unit, Customer Delivery and Transformation)* *State Insurance Regulatory Authority (Customer Experience)* *BDM (Quality Manager)* *Better Regulation Division* *Revenue NSW* *Brand, Digital and Communications* *Digital.NSW*	Chief Executive Officer, Service NSW	Low

Actions	Success measures	Lead area	Accountable Senior Executive	Indicative cost
(continued) We draw on the knowledge and experience of AbilityDCS, the Cluster and our customers with disability, including Disabled People's Organisations and service providers, to ensure our online, phone and in-person interactions are designed with all customers, including people with disability in mind, and adjustments are available if required	**October 2023:** All Service NSW publicly available equipment (eg kiosks) to meet DCS accessibility standards as defined in the NSW Design System Standards	Service NSW (Service Delivery, Frontline Channels) *Digital.NSW* *Insights team (Customer Experience Unit, Customer Delivery and Transformation)* *State Insurance Regulatory Authority (Customer Experience)* *BDM (Quality Manager)* *Better Regulation Division* *Revenue NSW* *Brand, Digital and Communications* *Digital.NSW*	(NA)	Medium

Actions	Success measures	Lead area	Accountable Senior Executive	Indicative cost
(continued) We draw on the knowledge and experience of AbilityDCS, the Cluster and our customers with disability, including Disabled People's Organisations and service providers, to ensure our online, phone and in-person interactions are designed with all customers, including people with disability in mind, and adjustments are available if required	**October 2024:** Analysis of feedback using a disability lens reported to Disability Inclusion Steering Committee (Service NSW, SIRA, Revenue NSW, BRD, BDM, Digital.NSW) All DCS customer/stakeholder panels to include representation of people with disability when you form panel (ongoing or for a specific purpose) 'Mystery shoppers' to include people with disability Websites to include essential information in Auslan and Easy English, with funding available initially from the central workplace adjustment budget Organisations representing and serving people who are blind or with low vision are engaged to inform them of the availability in Service Centres of accessibility features	Service NSW (Service Delivery, Frontline Channels) *Digital.NSW* *Insights team (Customer Experience Unit, Customer Delivery and Transformation)* *State Insurance Regulatory Authority (Customer Experience)* *BDM (Quality Manager)* *Better Regulation Division* *Revenue NSW* *Brand, Digital and Communications* *Digital.NSW*	(NA)	Low
	October 2025: All cluster agencies with customer-facing websites incorporate costs of funding Auslan and Easy English as BAU, subject to existing funding and accounting arrangements	Brand, Digital and Communications (Digital Channels)	Deputy Secretary, Customer, Delivery and Transformation	Medium
	Annually from 2023: Report to Steering Committee of usage of accessibility features in Service Centres, showing increased usage Utility of accessibility features are included in feedback from customers	Service NSW (Service Delivery, Frontline Channels)	Chief Executive Officer, Service NSW	Low

Actions	Success measures	Lead area	Accountable Senior Executive	Indicative cost
Capability uplift across the sector in the importance of creating inclusive products and services, basic accessibility training e.g. Word documents available	**October 2021:** The NSW Design System is available for all teams to use including an Accessible Sketch library for Designers, and an HTML/CSS code library for developers Guidance on how to write inclusive content is available Guidance on how to uplift capability within a team, the importance of accessibility and how to implement and test for accessibility is easy to find. Digital.NSW Community available to connect with teams to share and leverage learnings Capability uplift across the sector in the importance of creating inclusive products and services, basic accessibility training e.g. Word documents available	Organisational Development *NSW Design System*	Chief People Officer Deputy Secretary, Digital.NSW	Low
	October 2022: Products and services conform to the NSW Design System Standards: by using the NSW design system, teams can demonstrate savings in time and cost when outsourcing accessibility checks for digital products and services and follow on remediation.	NSW Design System	Deputy Secretary, Digital.NSW	Low
	October 2023: All Products and services being delivered by NSW Government follow human-centred design and inclusive methodologies when delivered.	NSW Design System	Deputy Secretary, Digital.NSW	Low
	October 2024: Ongoing iteration and research to ensure the NSW Design System continues to meet inclusion and accessibility standards	NSW Design System	Deputy Secretary, Digital.NSW	Low
	October 2025: Ongoing iteration and research to ensure the NSW design system continue to meet inclusion and accessibility standards	NSW Design System	Deputy Secretary, Digital.NSW	Low

7.6. Outcome area 6: Information and Communication Technology (ICT)

State Disability Inclusion Plan focus areas:

- *Creating liveable communities*

- *Improving access to mainstream services through better systems and processes*

- *Supporting access to meaningful employment*

7.6.1. Outcome: Our ICT is fully accessible for our customers and our people

Actions	Success measures	Lead area	Accountable Senior Executive	Indicative cost
ICT software developed by the cluster is fully accessible (For externally purchased ICT, see Outcome Area 9)	**October 2021:** Policy on digital channels, including software development, to include requirement to meet the NSW Design System Standards	Digital.NSW (Government Technology Platforms) *NSW Design System*	Deputy Secretary, Digital.NSW	Low
	October 2021: Audit of user facing tools such as myCareer (including training offerings) and other key systems to ensure WCAG 2.1 Level A compliance of custom configurations.	Cluster ICT/Chief Information Officer *ERP Modernisation Program Team*	Deputy Secretary, Corporate Services *Deputy Secretary, Digital.NSW*	Low
	October 2021: As part of the transition from Skype to MS Teams, physical meeting rooms are updated to enable use of captioned meetings (e.g. MS Teams)	Corporate Services	Chief Operating Officer, Corporate Services	Low
	October 2022: All new internally developed ICT meets the NSW Design System Standards Internal systems enhanced where required to meet WCAG compliance as per the NSW Design System Standards	Cluster ICT/Chief Information Officer	Deputy Secretary, Customer Delivery and Transformation *CEO, Service NSW*	Medium

7.6.2. The people of NSW can easily access services and information through our websites

Actions	Success measures	Lead area	Accountable Senior Executive	Indicative cost
The nsw.gov.au website consolidation project ensures all NSW Government sites and pages are accessible	**Annually:** Accessibility audit of all websites (that is, external) and intranet pages (internal)	Brand, Digital and Communications (Digital Channels) *NSW Design System*	Deputy Secretary, Customer, Delivery and Transformation	Low

7.7. Outcome area 7: Recruitment and selection

State Disability Inclusion Plan focus area: *Supporting access to meaningful employment*

7.7.1. The Cluster exceeds the Premier's Priority of 5.6 per cent workforce with disability

Actions	Success measures	Lead area	Accountable Senior Executive	Indicative cost
The Cluster recruits people with disability by offering: • accessible recruitment methods • tailored programs (under **Rule 26 of the Government Sector Employment Act**) • **Targeted roles**	**October 2021:** Accessibility of online assessments and recruitment agency websites audited. Improvement plan mapped Recruitment adjustments implemented. Transparent statement provided to candidates advising of availability of adjustments Our Workplace Adjustment Statement is published on our Careers page Our Careers page encourages applications from people with disability Advertising of roles includes a statement encouraging applications from people with disability, examples of workplace adjustments, real-life examples of people who have benefited from adjustments, examples of DCS staff in varied roles, and contact details, including link to Workplace Adjustment Passport information When we use recruitment agencies, our brief specifies that we are seeking diverse candidates, including candidates with disability and that agencies must provide reasonable adjustments to candidates The Cluster becomes an Australian Network on Disability 'Disability Confident Recruiter' Use the National Disability Recruitment Coordinator to advertise all roles and encourage take-up of the Guaranteed Interview Program (see below) Internal publication of list of assessment types allowed under the Government Sector Employment Act and made available to all hiring managers A clear process for understanding and applying Rule 26 for employing people with disability and other eligible persons will be developed shared across the business Enhance data collection in line with BIU Jobs for People with Disability – Data and System Recommendations to include: • people reporting disability applying for roles • people requesting adjustments to recruitment process • success rates of both groups in being offered roles • number of adjustments provided/not provided. Analysis of data for continuous improvement	People and Culture (Organisational Development and Talent Acquisition teams) *Behavioural Insights Unit* *ERP Modernisation Program Team* *Diversity and Inclusion Team*	Chief People Officer	Low-medium

Actions	Success measures	Lead area	Accountable Senior Executive	Indicative cost
(continued) The Cluster recruits people with disability by offering: • accessible recruitment methods • tailored programs (under Rule 26 of the Government Sector Employment Act) • Targeted roles	**October 2022:** All online assessments and external websites used for recruitment are WCAG compliant as per NSW Design System Standards SAP/People Matter Employee Survey results show increased number of people with disability; analysis includes both qualitative and quantitative results	People and Culture (Organisational Development and Talent Acquisition teams) *People and Culture (HR Analytics and Structures)* *Diversity and Inclusion Team*	Chief People Officer	Low
	Annual: Annual increase of 0.5% number of people with disability throughout the Cluster at various levels of seniority and in each Division Increased spread of people with disability throughout the Cluster Increased engagement of staff with disability as measured by the People Matters Employee Survey Report on uptake and outcomes of disability-specific programs by Division	People and Culture (Organisational Development and Talent Acquisition teams) *People and Culture (HR Analytics and Structures)* *Diversity and Inclusion Team*	Chief People Officer	Low
	October 2023: Develop strategy to improve recruitment of people disability from regional NSW, especially older people and people from diverse ethnic backgrounds, so they can try short-term roles with a central agency through remote work.	Talent Acquisition, CALD ERG, Ability, Generations ERG	Chief People Officer	Low
	October 2023: Develop strategy to build achievable year on year growth targets of employees with disability who are also members of CALD and/or LGBTQIA+ communities, in partnership with the Multicultural Disability Advocacy Association of NSW or similar organisation	Talent Acquisition, CALD ERG, Pride ERG, Ability	Chief People Officer	Low

Actions	Success measures	Lead area	Accountable Senior Executive	Indicative cost
We offer tailored programs for autistic people	**October 2021:** Tailored Talent program with the Public Service Commission: focus on ICT roles working with Specialistern: 12 months to ongoing roles – two roles minimum	People and Culture (Organisational Development)	Chief People Officer	Medium
	October 2022: Xceptional Employment Program or equivalent	People and Culture (Organisational Development)	Chief People Officer	Medium
Graduate program	**Annually:** At least one graduate with disability, supporting the Premier's Priority	People and Culture (Organisational Development)	Chief People Officer	High
Talent pool developed under Rule 26 and communicated to the Cluster	**October 2021:** Internal talent pool established and communicated to recruitment teams and hiring managers	People and Culture (Organisational Development)	Chief People Officer	Low
	October 2022: Resources about Rule 26 published on intranet Rule 26 training for recruitment teams	People and Culture (Organisational Development)	Chief People Officer	Low
	October 2023: Review of tailored programs offered to meet the needs of specific disability groups and people with disability who are members of other diverse groups	People and Culture (Organisational Development) *Behavioural Insights Unit*	Chief People Officer	Low
	Annually: New recruitment team members are trained on Rule 26 Increase in number of people with disability hired from disability talent pool and general talent pools	People and Culture (Organisational Development)	Chief People Officer	Low

Actions	Success measures	Lead area	Accountable Senior Executive	Indicative cost
Deaf people are supported to understand the capability framework and recruitment processes	**October 2021:** Workshop conducted with the Public Service Commission and Deaf Society, for people already in the public sector, with resources published by the Public Service Commission and Deaf Society, to provide pathways for advancement within the Public Service by ensuring participants have the knowledge and skills to successfully apply and understand the requirements for the roles they have considered and ensuring participants are aware of avenues for assistance following the workshop	People and Culture (Organisational Development)	Chief People Officer	Low
	October 2022: Workshop conducted with the Public Service Commission and Deaf Society, for people not currently working in the public sector, with resources published by the Public Service Commission and Deaf Society, so participants under the Capability Framework, workplace adjustments and other tools to successfully work in the public sector Deaf public servants moving into more senior roles (survey)	People and Culture (Organisational Development)	Chief People Officer	Low
	Annual: Increase in number of Deaf people entering the NSW public sector	People and Culture (Organisational Development)	Chief People Officer	Low
Disability specialist recruited to enable the proposed actions and set up the frameworks	**October 2021:** Disability specialist recruited with a focus on Disability Confident recruitment, career development and inclusion	People and Culture (Organisational Development)	Chief People Officer	High

7.7.2. Outcome: Increased number of people with disability applying for roles and proceeding to interview

Actions	Success measures	Lead area	Accountable Senior Executive	Indicative cost
Guaranteed Interviews for people with disability who opt in and meet inherent requirements	**October 2022:** Guaranteed Interview Program implemented, including provision of feedback to those who are interviewed but do not get the role	People and Culture (Organisational Development and Talent Acquisition teams)	Chief People Officer	Low
	Annually: Annual increase in number of people with disability proceeding to interview	People and Culture (Organisational Development and Talent Acquisition teams)	Chief People Officer	Low
	October 2023: Incorporate *Disability Reapplication Pilot Program* into Guaranteed Interview Program	People and Culture (Organisational Development and Talent Acquisition teams) *Behavioural Insights Unit*	Deputy Secretary, Customer Delivery and Transformation	(NA)

7.7.3. Increased number of interns with disability

Actions	Success measures	Lead area	Accountable Senior Executive	Indicative cost
Internship programs – partnering with Australian Network on Disability and/or the Public Service Commission	**October 2021:** Minimum five interns with disability across the Cluster	People and Culture (Organisational Development)	Chief People Officer	Medium
	Annually: Each Division to host at least one intern with disability	People and Culture (Organisational Development)	Chief People Officer	Medium

7.8. Outcome area 8: Career development

State Disability Inclusion Plan focus area: *Supporting access to meaningful employment*

7.8.1. Outcome: Increased number of people with disability at all levels of seniority

Actions	Success measures	Lead area	Accountable Senior Executive	Indicative cost
Enhanced data collection to better track our outcomes	**October 2021:** Baseline report of analysis of SAP and People Matters Employee Survey data on level of seniority of employees with disability and their Division and report to Disability Inclusion Steering Committee	People and Culture (People Services)	Chief People Officer	Low
Internal publication of resources	**October 2021:** Resources published for people managers to support career development of people with disability Share and promote success stories internally and externally of people with disability and career progression	Brand, Digital and Communications *People and Culture (Organisaitonal Development)*	Deputy Secretary, Customer, Delivery and Transformation	Low

7.8.2. We support the disability community to upskill and improve access to business networks

Actions	Success measures	Lead area	Accountable Senior Executive	Indicative cost
Participate in Positive Action towards Career Engagement Mentoring in partnership with Australian Network on Disability	**October 2021:** Five mentees in any areas of the Cluster	People and Culture (Organisational Development)	Chief People Officer	Medium
	Annually from October 2021: Five mentees, spread across Divisions	People and Culture (Organisational Development)	Chief People Officer	Medium
	Briefing to AND specifies that we are seeking diverse candidates	People and Culture (Organisational Development)	Chief People Officer	Low

7.8.3. We understand and remove barriers to career progression and increase career satisfaction for people with disability

Actions	Success measures	Lead area	Accountable Senior Executive	Indicative cost
Ensure all people with disability can pursue opportunities for progression	**October 2021:** Internal analysis of career paths, including retention rates, of people with disability compared to people without disability, reporting to the Disability Inclusion Steering Committee for action Training offered (individually if required) to our people with disability in myCareer People separating from the Cluster are strongly encouraged to complete the on-line exit interview via myCareer, with a question about access and inclusion added Results are analysed annually and reported to the Steering Committee AbilityDCS is provided with clear channels (eg accessibility group, human resources business partners, disability inclusion manager) to act and respond for our people with concerns relating to disability and career progression, and reports regularly to the Diversity and Inclusion Advisory Council Workplace adjustments include access to training and other development opportunities if online modules are not suitable We use services provided by disability employment services and disability advocacy services where appropriate	People and Culture (People Services) *AbilityDCS* *People and Culture (Employee Safety and Wellbeing)* *People and Culture (Employee Engagement, Retention & Development* *Behavioural Insights Unit*	Chief People Officer	Low
	Annually from October 2022: Increase of 10 per cent in numbers of people with disability completing the exit interview Feedback from exit interviews related to disability inclusion provided to Disability Inclusion Steering Committee and AbilityDCS for action Retention rates of people with disability increasingly comparable to people without disability	(NA)	(NA)	Low

Actions	Success measures	Lead area	Accountable Senior Executive	Indicative cost
(continued) Ensure all people with disability can pursue opportunities for progression	**October 2023:** Develop strategy to improve career development outcomes to build capability of employees with disability at all levels of seniority who are also members of CALD and/or LGBTQIA+ communities	People and Culture (Employee Engagement, Retention and Development), Ability, CALD ERG, Pride ERG	Chief People Officer	Low
Encourage use of Talent Tasker by employees with disability	**October 2021:** Communications plan to engage our people with disability in using Talent Tasker	People and Culture (Organisational Development)	Chief People Officer	Low
Employees with disability are not disadvantaged by restructures, repointings or realignments	**October 2021:** Consideration be given to the position of employees with disability prior to any restructure, repointing or realignment, particularly given the barriers that people with disability have faced in their careers to date Specific support be provided to employees with disability affected by or potentially affected by restructures, repointings or realignments	People and Culture (Strategic Organisational Change Management)	Chief People Officer	Low

Actions	Success measures	Lead area	Accountable Senior Executive	Indicative cost
Employees with disability are supported in their career path	Share and promote MyMentoring to potential mentors and mentees with disability **October 2022:** Implement a program for people with disability at General level, and Levels 1/2 and 3/4 to improve opportunities for mobility and career progression, to include: • cluster-wide active talent pool to enhance skills and experience • job trials • central coordination and funding • supported by clearly defined Disability Career Pathways • job carving (the practice of rearranging work tasks to create tailor-made employment opportunities for all people, but especially for people with reduced work capacities or other constraints) • potential partnerships with Disability Employment Services.	People and Culture (Organisational Development)	(NA)	Medium
	Annually: 0.5% increase spread of people with disability at all levels of seniority	People and Culture (Employee Engagement, Retention and Development)	Chief People Officer	Low

7.9. Outcome area 9: Suppliers and partners

State Disability Inclusion Plan focus areas:

- Creating liveable communities
- Improving access to mainstream services through better systems and processes
- Supporting access to meaningful employment
- Developing positive community attitudes and behaviours

7.9.1. Outcome: DCS leads the NSW public service in accessible ICT procurement

Actions	Success measures	Lead area	Accountable Senior Executive	Indicative cost
Inclusion of Accessibility requirements suitable for public procurement of ICT products and services AS EN 301.549:2016 (or AS EN 301 549) as mandatory in all ICT templates **The Cluster influences other government agencies to adopt Accessibility Standard (Standard) as mandatory**	**October 2021:** Australian Standard EN 301 549:2016 is included in all contracts written by DCS *Note: The Core Terms for the Core&Contracts (both Core&One and Core&Combined) have specific accessibility clauses. These are the compulsory contracts that agencies must use when procuring low risk ICT up to the value of $1m* *Core&One: Clause 19.4 ICT Accessibility - NSW Government is committed to meeting Accessibility Standard AS EN 301 549. If specified in the Solution Requirements, your Solution must meet those accessibility requirements.* *Core&Combined: Clause 19.4 ICT Accessibility - NSW Government is committed to meeting Accessibility Standard AS EN 301 549. If specified in the Solution Requirements, your Solution must meet those accessibility requirements.* *The updated Procure IT 3.2 will include similar clauses to the Core& contract templates.* We will purchase from Suppliers that meet the standard by: 1. Preference suppliers that meet the Standard by weighting the evaluation criteria to provide more emphasis on products & services that are inclusive and accessible, disability-owned and disability-friendly businesses to do business with us 2. Both forms of contracts for Cluster (Core&One and Core&Combined) to require Standard as mandatory (in cases of ICT) or meet other NSW Government accessibility guidelines in the case of non ICT procurement), with clause recognising that circumstances of unjustifiable hardship require Deputy Secretary level sign-off	ICT Procurement Corporate Procurement Team (internal)	Deputy Secretary Digital.NSW Chief Operating Officer, Corporate Services	Low

Actions	Success measures	Lead area	Accountable Senior Executive	Indicative cost
(continued) Inclusion of Accessibility requirements suitable for public procurement of ICT products and services AS EN 301.549:2016 (or AS EN 301 549) as mandatory in all ICT templates **The Cluster influences other government agencies to adopt Accessibility Standard (Standard) as mandatory**	**October 2022:** Ongoing iteration and research to ensure the ICT templates meet inclusion and accessibility standards DCS to measure procurement of solutions – publish	ICT Procurement Corporate Procurement Team (internal)	Deputy Secretary Digital.NSW Chief Operating Officer, Corporate Services	Low
	October 2025: Ongoing iteration and research to ensure the ICT templates meet inclusion and accessibility standards	ICT Procurement Corporate Procurement Team (internal)	Deputy Secretary Digital.NSW Chief Operating Officer, Corporate Services	Low

7.9.2. Outcome: DCS leads the NSW public service in procuring from disability-owned ICT suppliers

Actions	Success measures	Lead area	Accountable Senior Executive	Indicative cost
Develop procurement pathways that make it easier for disability-owned and disability-friendly ICT businesses to do business with us	**October 2021:** Support the implementation of recommendations from the ICT and Digital Sovereign Procurement Taskforce. The taskforce will focus on: a. enabling increased number of government supply opportunities targeting local small and medium enterprises (SMEs) and the potential for increased spend on SMEs. This will include indigenous suppliers, start-ups and disability owned businesses; and b. ensuring SMEs can compete on an equal footing in ICT and digital procurement activities. Publish the list of assistive technology and their vendors and a plain English guide to the application of Accessible Procurement standard AS EN 301 549 on buy.NSW. Develop lists of disability-owned ICT businesses in partnership with relevant NGOs, including those who represent people with disability from diverse backgrounds Develop a list of businesses that support people with disability e.g. businesses who are Disability Confident Recruiters and encourage the employment at all levels of people with disability, and pay them accordingly, in the open employment market	ICT Procurement	Deputy Secretary Digital.NSW *Chief Operating Officer, Corporate Services*	Low
	October 2022: Establish procurement policy for Cluster (similar to the Aboriginal Procurement Policy) for disability-owned ICT businesses and disability-friendly ICT businesses 90% of disability owned businesses tagged in buy.NSW	ICT Procurement	Deputy Secretary Digital.NSW Chief Operating Officer, Corporate Services	Low

Actions	Success measures	Lead area	Accountable Senior Executive	Indicative cost
(continued) Develop procurement pathways that make it easier for disability-owned and disability-friendly ICT businesses to do business with us	October 2023: \# total number of DCS Cluster goods and services contracts to be awarded to disability owned businesses. Socialise policy throughout NSW Government sector	ICT Procurement	Deputy Secretary Digital.NSW *Chief Operating Officer, Corporate Services*	Low
	October 2025: Procurement policy is implemented throughout NSW Government sector.	ICT Procurement	Deputy Secretary Digital.NSW *Chief Operating Officer, Corporate Services*	Low

7.9.3.   **Outcome: We procure accessible non-ICT products and services. We procure from disability-owned non-ICT businesses, and non-ICT businesses that are disability-friendly.**

Actions	Success measures	Lead area	Accountable Senior Executive	Indicative cost
	October 2021: A requirement to meet accessibility standards, such as Inclusive Design principles, is included in all non-ICT contracts written by DCS for internal procurement. We will purchase from Suppliers that meet the standard by: 1. Adopting inclusive design principles as the guiding standard for contracts, and/or 2. Encouraging disability-owned and disability-friendly enterprises to apply in our tendering documents and add a minimum of 10% weighting (or higher) suppliers that meet the inclusive design principles, and 3. Circumstances of unjustifiable hardship will require Deputy Secretary level sign-off (The British Standards Institute (2005) defines inclusive design as: The design of mainstream products and/or services that are accessible to, and usable by, as many people as reasonably possible ... without the need for special adaptation or specialised design.' – University of Cambridge)	Corporate Procurement Team (internal)	Chief Operating Officer, Corporate Services	Low

7.10. Outcome area 10: Innovation

7.10.1. Outcome: We understand and enhance the journeys of our customers and people with disability

Actions	Success measures	Lead area	Accountable Senior Executive	Indicative cost
Work undertaken on Life Journeys, subject to funding, includes the needs and perspectives of people with disability	We enhance engagement with people with disability at all stages of the development of products and services, including review (see Outcome area 4: Communication and marketing and Outcome area 5: Products and services) The perspectives of people with disability are actively sought and considered in the mapping of life events and journeys, using accessible consultation tools. Advice to the public specifically and implicitly includes the needs of people with disability	Stakeholder & Community Engagement	Deputy Secretary, Customer, Delivery and Transformation	Medium

7.10.2. Outcome: Tell us once – customers with a disability do not need to retell their story to access Government services

Actions	Success measures	Lead area	Accountable Senior Executive	Indicative cost
Explore opportunities for mutual recognition of disability to access certain Government services	Enhance access to NSW Government services for customers with disability by reusing information and approvals that have been supplied to other government agencies	Stakeholder & Community Engagement	Deputy Secretary, Customer, Delivery and Transformation	Low

7.10.3. Outcome: We support the NSW public sector in ensuring our policy and strategy projects consider the needs of people with disability

Actions	Success measures	Lead area	Accountable Senior Executive	Indicative cost
Include in all our project planning consultation process inclusion of disability organisations	**October 2021:** All policy projects that have a customer element will include detailed consultation with Disabled People's Organisations to ensure policy and implementation account for the needs of people with disability	Engagement team	Executive Director, Office of the Secretary	Low
	October 2021: Reporting includes information about consultation outcomes ie how that consultation resulted in better and targeted outcomes for people with a disability	(NA)	(NA)	Low

8. Appendices

8.1. Appendix 1: Diversity and Inclusion Strategy, Engagement approach
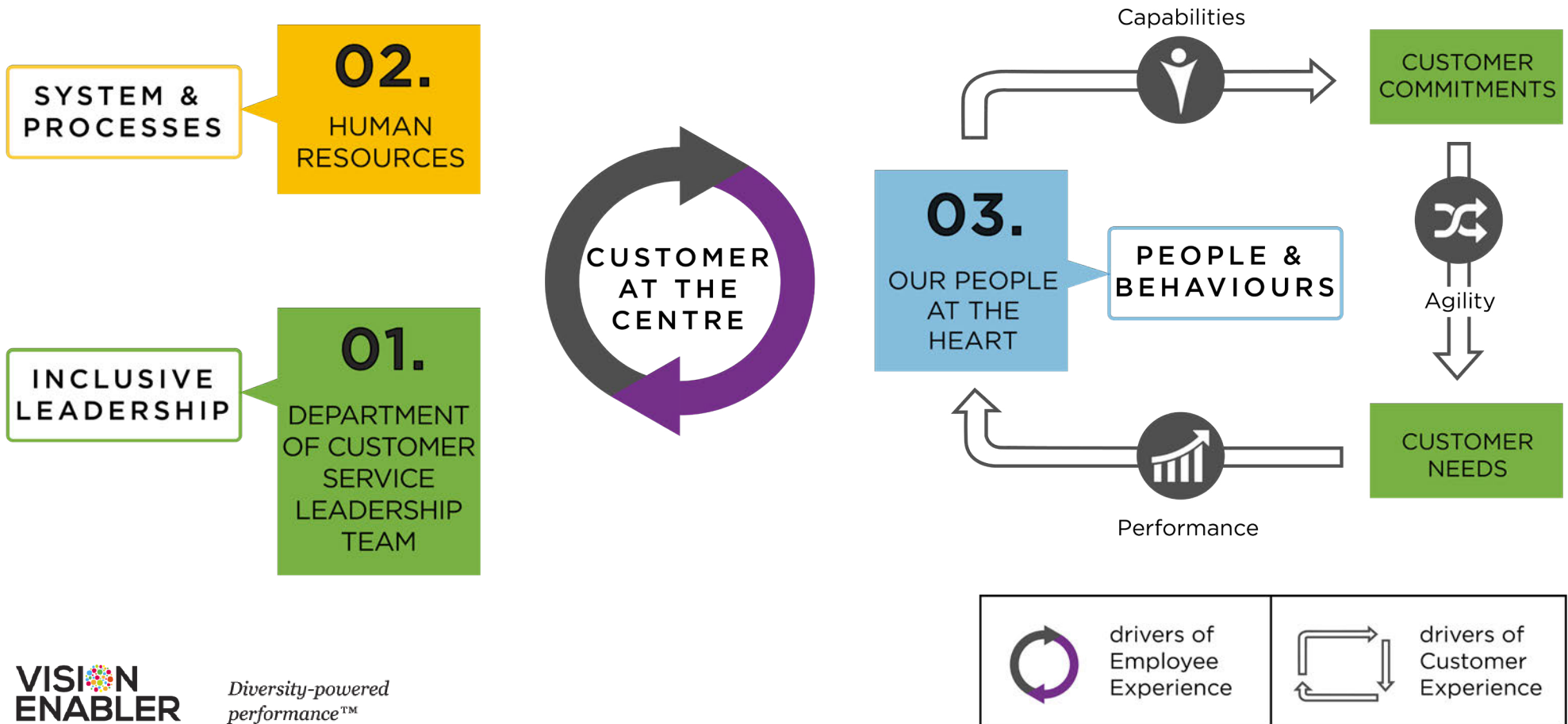
Models and Frameworks sourced from third party. Copyright by Vision Enabler Ltd 2020. All rights reserved.

8.2. Appendix 2: Workplace adjustments

Our Workplace Adjustment Statement (Statement) was published internally in November 2019. The Statement provides candidates and employees with a disability with the means to achieve meaningful work, contribute to the successful operations of the workplace and to the individual's own career.

The purpose of the workplace adjustment statement is to:

- enable existing and potential employees with disability to perform the inherent requirements of their positions

- support the employment of skilled and talented candidates with disability

- consult with the person with disability on any adjustments that may be required.

The Statement includes: the rights and responsibilities of people requesting adjustments and their managers; types of adjustments; funding; privacy.

Alongside the Statement is a Workplace Adjustment Passport, allowing greater mobility for our people with disability across our Cluster.

8.3. Appendix 3: The regulatory framework

The relevant laws, standards and guidelines considered in the development of our Disability Inclusion Action Plan include:

- United Nations Convention on the Rights of Persons with Disabilities (2006)

- Disability Discrimination Act 1992 (Cth)

- Government Sector Employment Act 2013 (NSW)

- Government Sector Employment (General) Rules 2014 (NSW)

- Fair Work Act 2009 (Cth) (contractors only)

- Anti Discrimination Act 1977 (NSW)

- Disability Inclusion Act 2014 (NSW)

- National Disability Strategy 2010-2020

- Disability (Access to Premises – Buildings) 2010

- Building Code of Australia – Part D3

- AS 1428.1 – 2009 Design for access and mobility – General requirements for access – New building work

8.4. Appendix 4: Consultation

In developing this plan, we consulted externally and internally. The insights of our customers and people have been directly incorporated into the plan. Future feedback will be able to be incorporated into the plan via the Disability Inclusion Steering Committee, who represent people with disability via AbilityDCS membership.

External consultation

Due to the disruption caused by COVID-19, we were unable to consult in person with our customers. Instead, we used an online survey, with options for individual discussion in Auslan or written or spoken English. The survey was shared through NSW public sector disability employee networks and via the Disability Council NSW.

We also worked closely with the Australian Network on Disability, the Public Service Commission Disability Inclusion teams and Jobs for People with a Disability Committee members.

Internal consultation

We consulted with our people:

- Through our AbilityDCS Employee Resource Group, via workshops and online

- Through Yammer, our internal social media platform

- Through our other Employee Resource Groups, including Culturally and Linguistically Diverse, Aboriginal and Carer groups

- Through our Disability Inclusion Steering Committee, particularly our Disability Champions

- Through the Diversity and Inclusion Advisory Council.

Consultation on the draft plan was available in:

- Written English

- Spoken English

- Auslan on request.

8.5. Appendix 5: Disability in Australia, NSW and the Department of Customer Service

What is disability?

There are different definitions of disability, and different ways of viewing disability. The two main models of viewing disability are the medical model, which sees disability as being intrinsic to the individual, and the social model, which sees the disability as a social result of an impairment.

In the social model of disability:

- 'Impairment' is a medical condition that leads to disability

- 'Disability' is the result of the interaction between people living with impairments and barriers in the physical, attitudinal, communication and social environment. For example, it is not the inability to walk that keeps a person from entering a building by themselves but the stairs that are inaccessible that keeps a wheelchair-user from entering that building. (People with Disability)

The United Nations Convention on the Rights of Persons with Disabilities states that:

"...disability is an evolving concept and that disability results from the interaction between persons with impairments and attitudinal and environmental barriers that hinders their full and effective participation in society on an equal basis with others."

As recognised by the United Nations, the social model of disability is now the internationally recognised way to view and address disability.

Some data on disability frequently focuses on a person's impairment. For example, the 2015 Survey of Disability, Ageing and Carers, 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.

Other data sets are more inclusive – for example, identifying disability based on concepts from the World Health Organization's International Classification of Functioning, Disability and Health. Under this classification, a person's functioning or disability - in terms of impairment, activity limitation, and/or participation restriction - is a dynamic interaction between a person's health condition(s) and environmental and/or personal factors, in line with the United Nations definition. (People with Disability in Australia, Australian Institute of Health and Welfare, September 2019.)

Disability and other diversity groups

People with disability who are also members of other diversity groups can face particular discrimination and assumptions. For example, disabled women face higher risks of assault than women without disability; people with disability who are LGBTQIA+ can be subject to incorrect assumptions about sexuality and disability, or even incorrect assumptions about which toilet facility (whether accessible or not) they prefer to use. It is important to respect and recognise individual differences in ethnicity, sexuality, gender, religion and socio-economic backgrounds, and how these can intersect with a person's experience of disability.

Types of disability

Disability can affect a person's mental, sensory or mobility functions. It may be caused by accident, trauma, genetics or disease. Disability may be temporary or permanent, total or partial, lifelong or acquired, visible or invisible.

Australia's Disability Discrimination Act 1992, which makes it illegal to unreasonably discriminate directly or indirectly against a person based on disability, outlines the following types of disability:

- Physical (affecting mobility or dexterity, for example)
- Intellectual (for example, Down syndrome)
- Psychiatric, also known as psychosocial disability
- Sensory (low vision, for example)
- Neurological (such as autism)
- Learning disabilities (such as dyslexia)
- Physical disfigurement (such as burns)
- The presence in the body of disease-causing organisms (for example, hepatitis C).

Disability in Australia

More than four million Australians, around 18 per cent of the population, have disability. The prevalence of disability increases with age. Around one in eight (13 per cent) people aged 15 to 64 have some level of disability, rising to one in two (51 per cent) for those aged 65 and over.

For 77 per cent of people with disability, their main form of disability is physical (Australian Institute of Health and Welfare (AIHW), People with Disability in Australia 2020)

Disability in NSW

- 16.9 per cent of people in NSW reported having disability, with 5.6 per cent reporting a core or severe disability.

- People with disability in employment were 47.1 per cent, compared with 78.9 per cent for people without disability.

- 20.3 per cent of people with disability were in the lowest quintile of income, compared to 8.4 per cent of people without disability.

- 9.5 per cent of the population of NSW (more than half of the people with disability) reported experiencing disability discrimination in the previous 12 months. Reports of disability discrimination were particularly high amongst people with psychosocial or intellectual disability. People employed in the private sector reported significantly more disability discrimination than in the public sector. (Australian Bureau of Statistics, Disability, Ageing and Carers, Australia Summary of Findings, 2018)

Disability and the workforce

The skills and talents of people with disability are not always recognised by employers and potential employers:

- 48 per cent of Australians with disability aged 15 to 64 are in the workforce, compared with 80 per cent of people without disability. (AIHW, People with Disability in Australia 2020)

- Australians with disability are twice as likely to be unemployed than their peers without disability, and the unemployment rate for people with disability has risen since 2003, while the rate for people without disability has been steady. (AIHW, People with Disability in Australia 2019)

- NSW has the lowest rate of employment of people with disability amongst all the States, at 8.2 per cent (in 2015); Tasmania was highest at 16.2 per cent. (Productivity Commission Report on Government Services, 2017)

- 47 per cent of unemployed people with disability aged 15 to 64 report disability discrimination from an employer. (AIHW, People with Disability in Australia 2019) Of people with disability who avoided work, 66% did so due to disability discrimination. (AIHW, People with Disability in Australia 2020)

- In 2017-18, 42 per cent of complaints made to the Australian Human Rights Commission were about disability discrimination (in the areas of employment, and access to goods and services, in the main), compared to 14 per cent of complaints about racial discrimination, 27 per cent of complaints about sex discrimination, and 8 per cent about age discrimination. (Australian Human Rights Commission 2017-18 complaint statistics, PDF, 514 KB)

- Australia ranks lowest amongst Organisation for Economic Co-operation and Development countries for the relative income of people with disability. (Australian Human Rights Commission Disability Rights)

In the NSW public service, the employment of people with disability peaked in recent years in 2012 at 3.8 per cent; it is at 2.5 per cent in 2019 with a Premier's Priority target of 5.6 per cent by 2025 (the Premier's Priority does not refer to the seniority or types of work which are targeted). (Public Service Commission Workforce Profile Report 2019)

Disability and the Department of Customer Service Cluster workforce

The Cluster has a diverse workforce. We seek for our workforce to represent the community in which it serves.

Part of this Plan is to develop a more in-depth profile of people with disability within the Cluster.

It should be noted that data on employees with disability is collected on a voluntary basis. This may lead to under-reporting as some employees may feel identifying with a diversity group may not be relevant to their role or have a fear of stigma or discrimination.

The engagement of our people with disability: results of the People Matter Employment Survey

The NSW People Matter Employee Survey is an annual survey open to all employees across the NSW public sector. The survey asks employees about experiences with their own work and working with their team, managers and the organisation.

Data on the results of the survey are available but responses from individual employees are strictly confidential and all answers are merged and not reported individually. Where people work in small teams the results are merged with larger teams before they are released.

The Cluster, as with other agencies, uses the People Matter Employee Survey results to identify areas of good practice and to make improvements where needed using the evidence from the survey.

The results of the 2019 survey show that:

- Approximately four per cent of respondents said that they had disability

- The Cluster's employees with disability are less positive about employee engagement; senior managers; high performance; diversity inclusion; engagement at work; and workplace support, than peers without disability

- The Cluster's employees with disability have about the same levels of positivity as non-disabled employees towards the public sector values (Integrity, Service, Accountability, Health and Safety, Flexible Working and Risk) and are slightly more negative about the value of Trust

- There are significant differences in the views of people with disability and people without disability regarding career development and performance, with people with disability reporting significantly more negativity around receiving feedback; their performance being assessed against clear criteria; and their training, development and opportunities for career progression.

- The greatest differences between people with and without disability concern:
  o diversity issues, with people with disability more likely to report a negative experience than people without disability regarding; respect for individual differences; personal background (including disability) being a barrier to success; and the ability to 'speak up and share a different view to my colleagues and manager'
  o bullying and misconduct, with people with disability significantly less likely to have confidence in the ways the organisation resolves grievances, and significantly more likely to have reported witnessing misconduct/wrongdoing and bullying or harassment, and significantly more likely to have been subjected to bullying or harassment at work.

8.6. Appendix 6: The Premier's Priorities

NSW has a set of Premier priorities to implement best practice productivity and digital capability in the NSW public sector and drive public sector diversity by 2025.

The Premier Priority Diversity and Inclusion targets are:

Women: having 50 per cent of senior leadership roles held by women

Aboriginal People: increasing the number of Aboriginal people in senior leadership roles

Disability Inclusion: ensuring 5.6 per cent of government sector roles are held by people with a disability.

In order to help measure and drive diversity and inclusion across the NSW Public Sector, the NSW Secretaries Board has committed to a set of Cluster initiatives that help progress diversity and inclusion. They are:

- Implementation of flexible work

- On all roles shortlisted there will be a 50/50 gender split depending on the gender gap split for that job family

- Diversity and Inclusion Key Performance Indicators in Senior Executive Performance Plans

- Diversity Councils implemented.

These initiatives are reported on at every Secretaries Board meeting on a quarterly basis.

8.7. Appendix 7: Hearing loops

Hearing loops (also known as audio frequency induction loops, induction loop or audio induction loops) are assistive listening systems which can transmit sounds to hearing aids and other devices.

The hearing loop consists of a microphone to pick up the spoken word; an amplifier which processes the signal which is then sent through the final piece; and the loop cable, a wire placed around the perimeter of a specific area i.e. a meeting room, a church, a service counter etc to act as an antenna that radiates the magnetic signal to the hearing aid. (Hearing Link, What is a hearing loop?)

Hearing loops in the Cluster as of July 2020:

Service NSW

All Service NSW Service Centres have a loop for customers.

Our workplaces

- Parramatta Square

    o 24 rooms, including conference room

- McKell (Sydney)

    o Three rooms, including conference room

- Mann St (Gosford)

    o 12 rooms, including Town Hall room

- Albury, Armidale, Ballina, Bathurst x2, Bega, Broken Hill, Carrington, Chippendale, Coffs Harbour x2, Oxford St (Sydney), Dubbo x2, Gosford (Donnison St), Goulburn, Grafton, Griffith, Lismore, Lithgow, Liverpool, Londonderry, Maitland x2, Narrabri, Newcastle x2, Nowra, Orange, Picton, Port Macquarie, Queanbeyan, Margaret St (Sydney), Elizabeth St x2 (Sydney), Wynyard (Sydney), Macquarie St (Sydney), Tamworth, Thornleigh, Wagga Wagga x2, Wollongong

    o Nil

8.8. Appendix 8: Hyperlinks

Page 7: Web Content Accessibility Guidelines (WCAG) - https://www.w3.org/WAI/standards-guidelines/wcag/

Page 8: DFSI Disability Inclusion Action Plan 2015-18 - https://www.finance.nsw.gov.au/publication-and-resources/disability-inclusion-action-plan-2015

Page 8: Service NSW Disability Action Plan 2015-17 - https://humanrights.gov.au/our-work/disability-rights/brief-guide-disability-discrimination-act PDF, 522 KB

Page 8: Real-time captioning - https://www.service.nsw.gov.au/transaction/book-live-captioning-services-service-centre

Page 8: Auslan-English interpreting - https://www.service.nsw.gov.au/transaction/book-auslan-video-remote-interpreting-service-centre

Page 9: Talkin' Together Toolkit - https://www.fairtrading.nsw.gov.au/resource-library/publications/talkin-together-toolkit/engage-with-communities

Page 10: DIP Report - https://www.facs.nsw.gov.au/download?file=676688

Page 11: NSW State Disability Inclusion Plan - https://www.facs.nsw.gov.au/inclusion/disability/overview

Page 11: National Disability Strategy - https://www.dss.gov.au/our-responsibilities/disability-and-carers/publications-articles/policy-research/national-disability-strategy-2010-2020

Page 11: Disability Inclusion Action Planning Guidelines - https://www.facs.nsw.gov.au/download?file=322367

Page 29: Disability Confident Recruiter - https://www.and.org.au/pages/building-disability-confident-recruiters-overview-for-members.html

Page 31: Digital accessibility guidelines - https://www.digital.nsw.gov.au/design-system/design-standards/design-with-users-for-users/accessibility-and-inclusivity
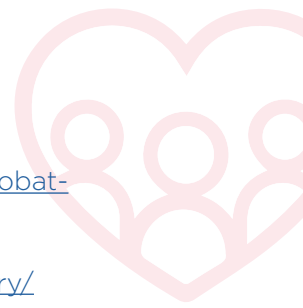
Page 31: Word documents - https://www.digital.nsw.gov.au/design-system/guides/content-101/documents-and-media/word-documents

Page 31: PDF documents - https://www.digital.nsw.gov.au/design-system/guides/content-101/documents-and-media/pdf-document

Page 31: Video and audio https://www.digital.nsw.gov.au/design-system/guides/content-101/documents-and-media/video-and-audio

Page 31: Alt text for images https://www.digital.nsw.gov.au/design-system/guides/content-101/images-and-alt-text

Page 32: Office - https://support.microsoft.com/en-us/office/improve-accessibility-with-the-accessibility-checker-a16f6de0-2f39-4a2b-8bd8-5ad801426c7f

Page 32: Adobe - https://www.adobe.com/accessibility/products/acrobat/using-acrobat-pro-accessibility-checker.html

Page 34: Talkin' Together Toolkit - https://www.fairtrading.nsw.gov.au/resource-library/publications/talkin-together-toolkit/engage-with-communities

Page 40: NSW Design System Standards - https://www.digital.nsw.gov.au/design-system/design-standards

Page 41: NSW Design System Standards - https://www.digital.nsw.gov.au/design-system/design-standards

Page 43: Rule 26 of the Government Sector Employment Act - https://www.legislation.nsw.gov.au/view/html/inforce/2016-06-01/sl-2014-0065#pt.5

Page 43: Careers page - https://www.nsw.gov.au/customer-service/careers

Page 43: National Disability Recruitment Coordinator - https://www.employment.gov.au/national-disability-recruitment-coordinator

Page 43: Government Sector Employment Act - https://www.legislation.nsw.gov.au/view/html/inforce/current/act-2013-040

Page 47: Guaranteed Interview Program - https://www.apsc.gov.au/recruitability-scheme-guide-applicants

Page 56: Aboriginal Procurement Policy - https://buy.nsw.gov.au/policy-library/policies/aboriginal-procurement-policy

Page 57: University of Cambridge - http://www.inclusivedesigntoolkit.com/whatis/whatis.html

Page 62: United Nations Convention on the Rights of Persons with Disabilities (2006) - https://www.un.org/development/desa/disabilities/convention-on-the-rights-of-persons-with-disabilities.html

Page 62: Disability Discrimination Act 1992 (Cth) - https://www.legislation.gov.au/Details/C2018C00125

Page 62: Government Sector Employment Act 2013 (NSW) - https://www.legislation.nsw.gov.au/view/html/inforce/current/act-2013-040

Page 62: Government Sector Employment (General) Rules 2014 (NSW) - https://www.legislation.nsw.gov.au/view/html/inforce/current/sl-2014-0065#pt.5

Page 62: Fair Work Act 2009 (Cth) (contractors only) - https://www.legislation.gov.au/Details/C2017C00323

Page 62: Anti Discrimination Act 1977 (NSW) - https://www.legislation.nsw.gov.au/view/html/inforce/current/act-1977-048

Page 62: Disability Inclusion Act 2014 (NSW) - https://legislation.nsw.gov.au/view/whole/html/inforce/current/act-2014-041

Page 62: National Disability Strategy 2010-2020 - https://www.dss.gov.au/our-responsibilities/disability-and-carers/publications-articles/policy-research/national-disability-strategy-2010-2020

Page 62: Disability (Access to Premises – Buildings) 2010 - https://www.legislation.gov.au/Details/F2010L00668/Download

Page 62: Building Code of Australia – Part D3 - https://ncc.abcb.gov.au/ncc-online/NCC/2016-A1/NCC-2016-Volume-One/Section-D-Access-And-Egress/Part-D3-Access-For-People-With-A-Disability/D31-General-Building-Access-Requirements?inlineLink=ca21223b-a8b4-4c6e-a8fd-fe295d096129

Page 62: AS 1428.1 – 2009 Design for access and mobility – General requirements for access – New building work - https://infostore.saiglobal.com/en-au/Standards/Product-Details-127773_SAIG_AS_AS_274509/?ProductID=127773_SAIG_AS_AS_274509

Page 64: People with Disability - https://pwd.org.au/resources/disability-info/social-model-of-disability/

Page 64: United Nations Convention on the Rights of Persons with Disabilities - https://www.un.org/development/desa/disabilities/convention-on-the-rights-of-persons-with-disabilities/preamble.html

Page 64: People with Disability in Australia - https://www.aihw.gov.au/reports/disability/people-with-disability-in-australia/contents/about-this-report/defining-disability

Page 65: Disability Discrimination Act 1992 - https://humanrights.gov.au/our-work/disability-rights/brief-guide-disability-discrimination-act

Page 65: People with Disability in Australia 2020 - https://www.aihw.gov.au/reports/disability/people-with-disability-in-australia/contents/employment

Page 65: Disability, Ageing and Carers, Australia Summary of Findings - https://www.abs.gov.au/AUSSTATS/abs@.nsf/DetailsPage/4430.02018?OpenDocument

Page 66: People with Disability in Australia 2020 - https://www.aihw.gov.au/reports/disability/people-with-disability-in-australia/contents/employment

Page 66: People with Disability in Australia 2019 - https://www.aihw.gov.au/reports/disability/people-with-disability-in-australia-in-brief/contents/how-many-people-have-disability

Page 66: Productivity Commission Report on Government Services - https://www.pc.gov.au/research/ongoing/report-on-government-services/2017/community-services/services-for-people-with-disability#framework

Page 66: People with Disability in Australia 2020 - https://www.aihw.gov.au/reports/disability/people-with-disability-in-australia-in-brief/contents/how-many-people-have-disability

Page 66: Australian Human Rights Commission 2017-18 complaint statistics - https://humanrights.gov.au/sites/default/files/AHRC_Complaints_AR_Stats_Tables_2017-18.pdf

Page 66: Australian Human Rights Commission Disability Rights - https://humanrights.gov.au/our-work/education/face-facts-disability-rights

Page 66: Workforce Profile Report 2019 - https://www.psc.nsw.gov.au/reports---data/workforce-profile/workforce-profile-reports/workforce-profile-report-2019/chapter-five

Page 69: What is a hearing loop? - https://www.hearinglink.org/living/loops-equipment/hearing-loops/what-is-a-hearing-loop/