

# Disability Inclusion Action Plan

2025–2029

January 2025



## Acknowledgement of Country

The Cabinet Office and Premier's Department acknowledge the Traditional Custodians of the lands where we work and live. We celebrate the diversity of Aboriginal peoples and their ongoing cultures and connections to the lands and waters of NSW.

We pay our respects to Elders past and present, and acknowledge the Aboriginal and Torres Strait Islander people that contributed to the development of this plan.

# Contents

|                                                               |           |
|---------------------------------------------------------------|-----------|
| <b>1. Secretaries' foreword</b>                               | <b>2</b>  |
| <b>2. Definitions</b>                                         | <b>3</b>  |
| <b>3. Introduction</b>                                        | <b>4</b>  |
| 3.1 About the Departments                                     | 4         |
| 3.2 Our vision                                                | 4         |
| 3.3 Our approach                                              | 4         |
| 3.4 Intersectionality                                         | 4         |
| <b>4. Understanding disability inclusion</b>                  | <b>5</b>  |
| 4.1 Definition of disability                                  | 5         |
| 4.2 Current state of disability in Australia                  | 5         |
| 4.3 The workplace experience of staff with disability         | 6         |
| 4.4 Accessibility audit                                       | 6         |
| <b>5. Legislative and policy context</b>                      | <b>7</b>  |
| 5.1 Policy framework                                          | 7         |
| 5.2 Legislative framework                                     | 7         |
| 5.3 Disability Priority Review 2022                           | 7         |
| 5.4 Disability Royal Commission                               | 8         |
| <b>6. Our plan</b>                                            | <b>9</b>  |
| 6.1 Focus area 1: Attitudes and behaviours                    | 9         |
| 6.2 Focus area 2: Accessible and liveable communities         | 13        |
| 6.3 Focus area 3: Employment                                  | 16        |
| 6.4 Focus area 4: Systems and processes                       | 19        |
| <b>7. Monitoring and evaluation</b>                           | <b>22</b> |
| 7.1 Roles and responsibilities                                | 22        |
| 7.2 Reporting and review mechanisms                           | 22        |
| 7.3 Ongoing improvement                                       | 23        |
| 7.4 Stakeholder engagement and communication                  | 23        |
| <b>Appendix A: 2022 NSW Disability Review recommendations</b> | <b>24</b> |
| <b>Appendix B: Legislation</b>                                | <b>25</b> |
| <b>Appendix C: References</b>                                 | <b>26</b> |

# 1. Secretaries' foreword

The Cabinet Office and Premier's Department are committed to creating a more inclusive and diverse workforce within the NSW public sector. Currently, people with disability are under-represented. The Disability Inclusion Action Plan (DIAP) aims to address this by implementing strategies and delivering initiatives that make our workplace safe, inclusive and accessible for all.

The NSW Government has committed to improving the recruitment and retention of its workforce. Its target is for people with disability to represent 5.6% of the total workforce by June 2026. The Cabinet Office and Premier's Department achieved 7.3% of roles being held by people with disability in 2024. While this demonstrates our progress and dedication, the DIAP is designed to deepen our commitment to further representation across the Departments.

This commitment goes beyond providing employment opportunities for individuals with disability. It is about strengthening our workforce with diverse perspectives and lived experiences, which are essential for driving better outcomes. By deepening the representation of people with disability across NSW Government, we enhance our knowledge and insights, enabling us to develop more inclusive, effective policies. This vision is key to delivering tangible, improved outcomes for the people of NSW.

We must approach challenges with innovation and creativity, leading with self-awareness and empathy. Accessibility across our functions, and within our roles, is fundamental when delivering these outcomes.

By embedding universal design principles, leveraging new technologies to break down barriers, and proactively creating inclusive spaces, we move toward making our workplaces safe and welcoming for everyone.

The journey towards greater inclusion will take all of us, working together to deliver and lead policy, strategy and integrity from the heart of government. By embracing this action plan and working on delivering its principles, we ensure that our workforce reflects the diversity of the communities that we serve.



**Simon Draper PSM**  
Secretary, Premier's Department



**Kate Boyd PSM**  
Secretary, The Cabinet Office

## 2. Definitions

### **Accessibility, Health and Wellbeing Group**

is a workstream within the Diversity and Inclusion Network at The Cabinet Office and Premier's Department.

**Australian Disability Network (AusDN)** is a peak body in Australia that helps employers build their confidence and capability to welcome and include people with disability as employees and customers.

**The Departments** are The Cabinet Office (TCO) and Premier's Department (PD).

**Dignified Access Review** is a process undertaken by an independent third party to provide employers with an overview of the accessibility of their workplace, to help them comply with the law.

**Disability Inclusion Action Plan (DIAP)** is a strategic framework implemented by organisations or government agencies to promote the inclusion, participation and accessibility of people with disability. Public sector agencies, local governments and some non-government organisations have a legal obligation to develop a plan under the *Disability Inclusion Act 2014*.

**Disability Review Steering Committee** is co-chaired by the Public Service Commissioner and the Secretary of the Department of Education. It consists of senior executives and a senior leader with disability from each NSW Government portfolio. The committee oversees the implementation of the Disability Priority Review recommendations and other NSW Government priorities and commitments that relate to disability inclusion.

**Diversity and Inclusion Network (DAIN)** is an employee network within TCO/PD that seeks to recognise, promote and celebrate diversity in the workplace.

**NSW Disability Inclusion Action Plan Guidelines** is a tool developed by the Department of

Communities and Justice (DCJ) to support the development of DIAPs.

### **NSW Disability Inclusion Plan 2021–2025 (DIP)**

is a central framework launched by DCJ in 2019 to strengthen the state's accessibility framework. It outlines work underway to improve outcomes for people with disability. All local councils and NSW Government portfolios have DIAPs, which put the principles of the DIP into practice.

**People Matter Employee Survey (PMES)** is the NSW public sector's annual employee opinion survey, which asks employees about their experience and perceptions of a range of workplace issues and practices, including management and leadership, service delivery, employee engagement, diversity and inclusion, public sector values, and unacceptable conduct. The survey is conducted annually by the Premier's Department with assistance from NSW public sector agencies and service providers.

**Recruitment Review** is an analysis of recruitment processes undertaken by an independent third party to identify any unintended barriers that may prevent people with disability from being recruited.

**Royal Commission into Violence, Abuse, Neglect and Exploitation of People with Disability** is an independent inquiry established in 2019 to investigate and address systemic issues of violence, abuse, neglect and exploitation of people with disability, and to recommend reforms to prevent future harm.

**World Class Public Service Disability Priority Review** is an independent report delivered in 2022 that aimed to understand challenges and identify solutions to improve disability employment in the NSW public sector.



# 3. Introduction

## 3.1 About the Departments

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The Cabinet Office (TCO) and Premier's Department (PD), collectively referred to as 'the Departments', are strong central agencies essential to leading, coordinating and driving whole-of-government policy and delivery, to address the challenges NSW faces today and into the future.

Our purposes – *Leading policy, strategy and integrity at the heart of government* for TCO, and *Connecting to deliver from the heart of government* for PD – are achieved by first ensuring that every employee feels safe, valued and respected. As such, the Departments remain committed to fostering inclusive and accessible workplace environments, where all staff are supported to meaningfully contribute and engage fully in their professional roles.

## 3.2 Our vision

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Our vision is to create a culture of inclusion where the barriers to access and opportunity are proactively dismantled and where the rights and voices of people with disability are respected. We want the Departments to have a reputation as accessible and inclusive employers, where staff are supported to reach their full potential.

## 3.3 Our approach

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The *NSW Disability Inclusion Action Plan Guidelines* formed the basis for the key focus areas in this plan, guiding our strategy to address issues through engagement, planning and co-design of solutions.

Following this framework, we conducted several consultation sessions to shape the development of our DIAP. Our primary consultation channel was the Accessibility, Health and Wellbeing Group, a workstream within our Diversity and Inclusion Network (DAIN), ensuring that staff with lived experience of disability were the main source of

feedback. Additional sessions were held with staff across the wider department, and 2 sessions were conducted with key stakeholders who will assist in delivering the action plan. An anonymous online survey was also available during the consultation period. Three drafting rounds were completed to secure support and commitment from our consultation groups, with assistance from the Australian Disability Network (AusDN).

Importantly, all our existing disability inclusion commitments, including actions arising from previous reviews and accessibility audits (such as the *World Class Public Service Disability Review*; and the Recruitment Review and Dignified Access Review completed by AusDN) have been incorporated into the DIAP to ensure our ongoing commitment and focus.

## 3.4 Intersectionality

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Incorporating intersectionality into the DIAP is crucial to fostering an inclusive environment that benefits all individuals, regardless of their background. Universal design principles promote accessibility and usability for everyone, ensuring that spaces, services and opportunities are designed with diverse needs in mind. This DIAP aligns with existing departmental plans, such as the *Aboriginal Employment Action Plan* and the Work Health and Safety Targets, which emphasise creating psychologically safe workplaces, implementing inclusive recruitment and retention practices, and uplifting capability across the Departments through relevant training and support. They also seek to address systemic issues embedded in organisational culture through proactive responses. By prioritising intersectionality and universal design, we can enhance equity and participation for people with disability, while supporting the broader goals of diversity and inclusion across the Departments.

# 4. Understanding disability inclusion

## 4.1 Definition of disability

The NSW Public Sector embraces the social model of disability, which views societal barriers, rather than individual impairments, as the primary obstacles to equal participation.

**‘Disability’ includes long-term physical, mental health, intellectual, neurological or sensory differences which, in interaction with various attitudinal and environmental barriers, may hinder full and effective participation in society on an equal basis with others.**

This social model contrasts with the medical model of disability, which perceives disability as an individual deficit or deviation from the ‘norm’. The inherent power dynamics of the medical model are often referred to as ableism, focusing on what a person cannot do or be. In legal contexts, the term ‘disability’ has specific meanings under the *Disability Discrimination Act 1992* (Cth) (section 4) and the *Anti-Discrimination Act 1977* (NSW) (sections 4 and 49A). While the definitions are more consistent with the medical model, they are utilised under the Act(s) to ensure protection against discrimination for people with disability. Adopting a social model of disability across the sector will not undermine or affect the rights of people with disability as established by legislation.

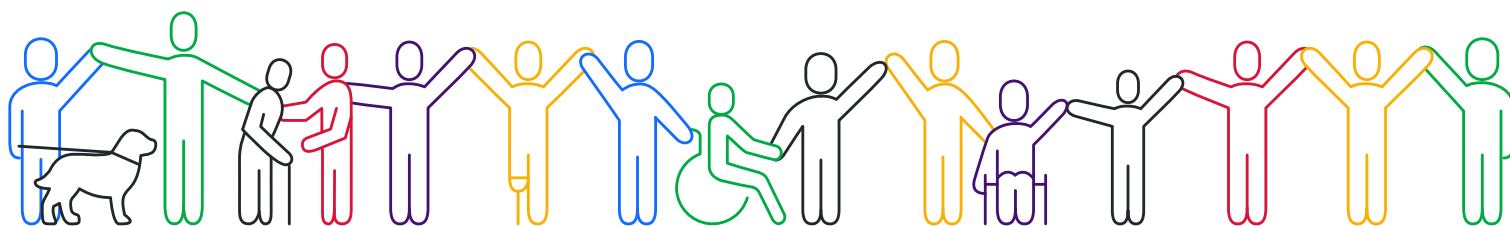
The Australian Bureau of Statistics (ABS) also uses a medical definition. We will continue to benchmark our People Matter Employee Survey (PMES) against ABS data for consistency and alignment with other jurisdictions.

## 4.2 Current state of disability in Australia

In NSW, disabilities vary widely in type and severity. Nearly one in 6 residents live with some form of disability, and approximately one in 20 require assistance due to their disability. (ABS, 2022). Disability can be visible or invisible, ongoing or episodic, and may remain stable or deteriorate over time. This broad spectrum highlights the varied experiences and needs of individuals with disabilities in the community.

In 2017, the NSW Government aimed to increase the proportion of people with disability employed in the public sector to 5.6% under election commitment 239 (E239). At that time, the then Department of Premier and Cabinet reported that 3.1% of its employees identified as a person with disability. According to our 2024 workforce diversity data, 4.8% of staff in TCO and 8.1% in PD now identify as a person with disability (the combined figure is 7.3%).

Despite the Departments reaching the 5.6% target, people with disability continue to face barriers to further employment opportunities for roles at higher grades, and physical barriers in the workplace. They are also more likely to experience discrimination and poor mental health. Our DIAP is designed to help the Departments overcome these barriers and create an environment where people with disability feel safe, respected and valued. By doing so, we aim to become an employer of choice and increase the recruitment and retention of people with disability.



## 4.3 The workplace experience of staff with disability

Understanding the workplace experiences of staff with disability is fundamental in creating an inclusive and supportive environment. By distributing anonymous surveys such as the PMES, conducting accessibility audits, providing disability awareness training and consulting with employee reference groups, we can gain valuable insights into the experiences of people with disability within TCO and PD.

## 4.4 Accessibility audit

In July 2023, People, Culture & Talent (PC&T) engaged AusDN to conduct a Dignified Access Review of one of our workplaces. The review aimed to assess the current state of accessibility of our work premises and propose necessary improvements to remove potential barriers, ensure alignment with accessibility standards and work health and safety legislation, and create a dignified and inclusive experience for people using the premises.

The AusDN consultant reviewed physical spaces (including the entrances, reception/foyer, lifts, doors, meeting rooms, car park, kitchen and office spaces used by staff, as well as workplace policies (including work health and safety, first aid, and evacuation policies).

The final report, received in September 2023, provided comprehensive recommendations to address identified barriers. These were presented to the TCO/PD Executive in November 2023 and subsequently approved. Since then, several recommendations have been implemented or are in progress, including the installation of hearing augmentation in meeting rooms. Any outstanding actions have been incorporated into the DIAP to ensure their ongoing prioritisation.

### 4.1.1 The People Matter Employee Survey

Annual PMES results enable us to measure the success of our DIAP and understand the unique experiences of employees with disability within the workplace.\* We are committed to ensuring there is better representation for people with

disability and will work together to create psychologically safe spaces to encourage greater contribution so their voice can be captured.

The table below identifies the overall employee engagement score in 2024 and the percentage of favourable scores for key survey topics for all survey respondents compared with respondents who identify as a person with disability.

| PMES Indicator                      | Report total | People with disability |
|-------------------------------------|--------------|------------------------|
| Employee engagement score           | 65%          | 66%                    |
| Wellbeing                           | 67%          | 61%                    |
| Role clarity and support            | 66%          | 60%                    |
| Inclusion and diversity             | 69%          | 58%                    |
| Teamwork and collaboration          | 70%          | 71%                    |
| Learning and development            | 60%          | 48%                    |
| Senior executives                   | 60%          | 58%                    |
| Communication and change management | 56%          | 50%                    |
| Employee voice                      | 70%          | 67%                    |

### 4.1.2 The Accessibility, Health and Wellbeing Group

Employee reference groups and networks provide a platform for sharing experiences, offering support and advocating for necessary changes.

The Accessibility, Health and Wellbeing Group is a workstream within DAIN. This group offers a safe and supportive community for people with disability or health conditions, and their allies. It champions and advocates for global accessibility, ensuring all staff can contribute and engage meaningfully. Committed to an accessibility-first approach, the workstream aims to counter the historical tendency of treating accessibility as an afterthought.

The Accessibility, Health and Wellbeing Group was also our primary consultation channel in the development of the DIAP to ensure that staff with lived experience of disability were the main source of feedback.

\* For simplicity, we have combined the data for both Departments here; however, we will extract and report on the data separately to ensure clarity and accuracy in relation to each department's performance.



# 5. Legislative and policy context

## 5.1 Policy framework

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Launched in 2021 by the Department of Communities and Justice (DCJ), the *NSW Disability Inclusion Plan 2021–2025* (DIP) establishes a comprehensive policy framework that outlines key priorities and strategies to advance disability inclusion throughout the state. This plan is aligned with *Australia's Disability Strategy* and the United Nations Convention on the Rights of Persons with Disabilities, ensuring a cohesive approach to promoting accessibility, equality and participation for people with disability.

The DIP sets out 4 focus areas for improving the lives of people with disability:

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.

The TCO/PD DIAP aligns with these principles, which provide the blueprint for increasing the social and economic participation of people with disability across the state.

## 5.2 Legislative framework

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*The Disability Inclusion Act 2014* (NSW) serves as the primary legislative framework, requiring public authorities, including TCO and PD, to develop, implement and evaluate DIAPs that embody the principles of disability inclusion. These plans must outline specific strategies to enhance accessibility, equality and participation for people with disability, ensuring their full involvement in both community and workplace settings.

Additionally, the *Anti-Discrimination Act 1977* (NSW), the *Disability Discrimination Act 1992* (Cth), and the *Work Health and Safety Act 2011* (NSW) play crucial roles in promoting disability inclusion. These laws provide legal protections against discrimination and advocate for safe and inclusive environments for people with disability.

The Anti-Discrimination Act and the Disability Discrimination Act specifically prohibit discrimination based on disability in areas such as employment and access to services. They mandate reasonable adjustments to ensure equal participation and access for people with disability.

Similarly, employers must ensure the health and safety of all employees, including those with disability, under the Work Health and Safety Act. They are required to identify and mitigate workplace health and safety risks and remove systemic barriers to enable equal participation for all employees.

## 5.3 Disability Priority Review 2022

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Despite enhancements to the state's accessibility and inclusion framework through legislation, and national and state strategies, people with disability remain under-represented in the NSW public sector. To understand the reasons behind this, the NSW Government commissioned a review of disability inclusion in 2022.

The final report from this review presented 8 recommendations aimed at improving disability inclusion outcomes across the sector. Each recommendation was assigned to a lead department, chosen based on demonstrated best practices or specific capabilities to lead the initiative. Premier's Department is the sector lead for recommendation 1: A consistent definition of disability. These 8 recommendations have been integrated into the TCO/PD DIAP and will be progressively implemented as they are finalised by the respective lead agencies (**see Appendix A**).

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## 5.4 Disability Royal Commission

The Royal Commission into Violence, Abuse, Neglect and Exploitation of People with Disability was established in April 2019 in response to community concern about reports of violence against, and the neglect, abuse and exploitation of people with disability.

The final report was released on 29 September 2023 and makes 222 recommendations that aim to strengthen the rights and inclusion of people with disability.

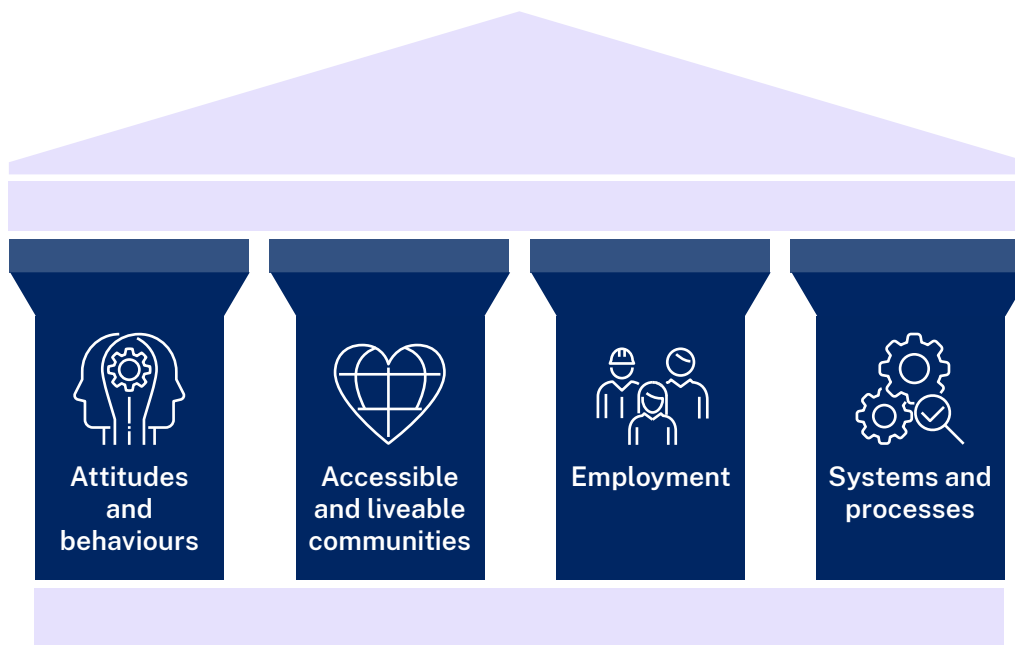
On 31 July 2024, the NSW Government responded to the final report of the Disability Royal Commission. The response sets out a broad disability reform agenda for NSW, led by DCJ.

The Departments will cooperate with DCJ to deliver the reforms, and the TCO/PD DIAP will evolve to incorporate any relevant actions.



# 6. Our plan

Individuals and teams across the Departments will collaborate to implement actions across 4 core pillars, as established by the central DIP:



## 6.1 Focus area 1: Attitudes and behaviours

| Ref | Aim/objective                                                                                                                          | Action                                                                                                  | Timing (if applicable) | Accountability | Success measures                                                                                                                                                                                                                                                                                                                                                                                 |
|-----|----------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------|------------------------|----------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1.1 | Increased understanding of the social model definition of disability and our responsibility to remove barriers to enable participation | Embed the agreed definition of disability across NSW Government business systems, policies and programs | Jun 2025               | PC&T           | <ul style="list-style-type: none"> <li>The disability definition is embedded across all relevant platforms and documents.</li> <li>Websites, intranets, policies and training modules (anywhere disability is referred to) refer to the updated definition.</li> <li>Other participating NSW Government agencies report back through the delivery group that the action is completed.</li> </ul> |

| Ref | Aim/objective                                                                                                                                                                                                                                                                                                                               | Action                                                                                          | Timing (if applicable) | Accountability        | Success measures                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
|-----|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------|------------------------|-----------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1.2 | <p>Increased understanding and awareness of disability and how to embed and drive inclusive practices</p> <p>Creation of an environment where all employees feel comfortable sharing disability-related information and asking for adjustments</p> <p>Creation of a culture where employees can bring their true self to work every day</p> | Offer and promote disability awareness training sessions to all staff and people managers       | Sep 2026               | PC&T, people managers | <ul style="list-style-type: none"> <li>Disability awareness training is incorporated into induction as part of the recommended learning and development program.</li> <li>50% of staff across both Departments have completed disability awareness training modules.</li> <li>Disability recruitment confidence training is delivered twice yearly to people managers.</li> <li>Introduction of a reverse mentorship program for senior leaders is explored.</li> <li>The intranet is updated (and reviewed quarterly) with resources for employees and managers regarding supporting employees with disability.</li> </ul> |
| 1.3 | <p>Increased awareness of workplace adjustments</p> <p>Removal of the burden of educating and self-advocating that is placed on people with disability</p>                                                                                                                                                                                  | Implement people-centred governance structure for workplace adjustments to ensure best practice | Jun 2026               | PC&T, people managers | <ul style="list-style-type: none"> <li>Workplace adjustment policy is updated to align with the model policy created by the Office of the Public Service Commission (OPSC).</li> <li>People managers are aware of and promote workplace adjustments through performance development discussions, ongoing conversations and team meetings.</li> <li>Information about workplace adjustments is communicated via the newsletter and information sessions every quarter.</li> </ul>                                                                                                                                            |

| Ref | Aim/objective                                                     | Action                                                                                                                              | Timing (if applicable) | Accountability                                                  | Success measures                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
|-----|-------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------|------------------------|-----------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1.4 | Creation of a culture of inclusion within the Departments         | Senior leaders and organisational communications publicly support disability inclusion                                              | Dec 2026               | Internal Engagement (IE), PC&T, people managers, senior leaders | <ul style="list-style-type: none"> <li>• Senior leaders refer to social model of disability when speaking at events and meetings.</li> <li>• People managers refer to inclusive meeting instructions and slides.</li> <li>• Flexible working is promoted quarterly as a workplace adjustment to support the needs of people with disability, and the needs of carers.</li> <li>• There is an improved wellbeing score for employees with disability (65% positive response, compared to the baseline of 57%).</li> <li>• Workforce and PMES data insight trends reflect a culture of safety for employees with disability.</li> </ul> |
| 1.5 | Strengthened departmental commitment towards disability inclusion | Make available a leadership statement on the Departments' vision for disability inclusion and regularly incorporate this into comms | Mar 2027               | IE, PC&T, senior leaders                                        | <ul style="list-style-type: none"> <li>• A communication campaign to encourage employees to update their diversity data in SAP is run twice a year.</li> <li>• Senior leaders champion disability-related content in communications (e.g. success stories for staff members with disability, showcasing of disability employment efforts).</li> <li>• Disability leadership commitment statement is embedded across various updates, speeches, announcements etc.</li> </ul>                                                                                                                                                          |
| 1.6 | People with disability feel seen and heard                        | Update image bank to authentically represent people with disability and diversity                                                   | Jan 2029               | IE, PC&T                                                        | <ul style="list-style-type: none"> <li>• Accessibility, Health and Wellbeing Group are consulted, and a sample surveyed after the update to ensure they feel appropriately represented.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                    |



| Ref | Aim/objective               | Action                                                                                                                                                               | Timing (if applicable) | Accountability       | Success measures                                                                                                                                                                                                           |
|-----|-----------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------|----------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1.7 | Robust governance framework | Nominate a disability champion for each branch of TCO and PD, who is responsible for overseeing implementation and reporting on DIAP deliverables within their group | Mar 2025               | PC&T, senior leaders | <ul style="list-style-type: none"> <li>Disability champions update twice yearly on progress through an agreed reporting mechanism.</li> <li>Reporting data shows continuous improvement across the Departments.</li> </ul> |

## 6.2 Focus area 2: Accessible and liveable communities

| Ref | Aim/objective                                                                               | Action                                                                    | Timing (if applicable) | Accountability                                  | Success measures                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
|-----|---------------------------------------------------------------------------------------------|---------------------------------------------------------------------------|------------------------|-------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 2.1 | Equal opportunities for workforce participation                                             | Ensure new building fit-outs and renovations meet accessibility standards | Sep 2027               | PC&T, Workplaces, Digital and Information (D&I) | <ul style="list-style-type: none"> <li>Wayfinding supports, including directional markings, are installed in accordance with the Dignified Access Review done with AusDN.</li> <li>A list of physical accessibility issues is provided to base building management (such as lift accessibility function, lighting, reflection) and followed up and reported on quarterly.</li> <li>Employees and visitors with disability report an improved experience of the accessibility of the building.</li> </ul> |
| 2.2 | Departmental buildings, facilities and services are accessible and inclusive for all people | Consider Dignified Access Reviews for other department locations          | Dec 2027               | PC&T, Workplaces, D&I                           | <ul style="list-style-type: none"> <li>Dignified Access Reviews are carried out when requested by a workplace representative, if funding is available.</li> <li>Learnings are applied to other locations as appropriate.</li> <li>Working groups are set up as required.</li> <li>Subsequent reviews show progress on the recommendations.</li> </ul>                                                                                                                                                    |
| 2.3 | Improved workplace experience for employees and visitors with disability                    | Conduct testing and explore options of hearing augmentation technology    | Jun 2026               | PC&T, Workplaces, D&I                           | <ul style="list-style-type: none"> <li>Technology is implemented as appropriate, after consultation/user testing with employees with lived experience.</li> </ul>                                                                                                                                                                                                                                                                                                                                        |
| 2.4 | Elevated workplace functionality                                                            | Include accessible hearing augmentation in AV landscape                   | Dec 2025               | PC&T, Workplaces, D&I                           | <ul style="list-style-type: none"> <li>At least one meeting room per floor at 52 Martin Place has hearing augmentation functionality.</li> </ul>                                                                                                                                                                                                                                                                                                                                                         |
| 2.5 | Enhanced accessibility data and information                                                 | Undertake hearing augmentation review                                     | Dec 2028               | PC&T, Workplaces, D&I                           | <ul style="list-style-type: none"> <li>Additional PD sites (including Mascot office) are enhanced.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                            |

| Ref | Aim/objective                                      | Action                                                                                                                                                                                                     | Timing (if applicable) | Accountability              | Success measures                                                                                                                                                                                                                                                 |
|-----|----------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------|-----------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 2.6 | Create an inclusive environment through technology | Update meeting room names in meeting booking systems so staff can identify and book rooms easily with hearing augmentation.                                                                                | Dec 2028               | PC&T, Workplaces, D&I       | <ul style="list-style-type: none"> <li>The technology is used by staff when required, and staff provide ongoing feedback as appropriate.</li> </ul>                                                                                                              |
| 2.7 | Equal participation through procurement processes  | Ensure accessibility principles and standards are embedded in TCO/ PD procurement processes                                                                                                                | Jun 2029               | PC&T, Finance & Procurement | <ul style="list-style-type: none"> <li>The departmental procurement process, templates and guidelines being used by buyers incorporate accessibility principles and standards.</li> </ul>                                                                        |
| 2.8 | Inclusive design and planning processes            | Ensure procurement briefs include an accessibility requirements checklist where relevant (specific to office equipment, systems and software etc)                                                          | June 2027              | PC&T, Finance & Procurement | <ul style="list-style-type: none"> <li>Suppliers engaged meet the requirements of the checklist as specified in the brief or can provide a roadmap for meeting them.</li> </ul>                                                                                  |
| 2.9 | Support social procurement initiatives             | Promote social enterprises/ businesses that support people with disability as appropriate (e.g. by referring to Supplier Hub business identifiers for Social Traders, Buy Ability Social Enterprises, etc) | Jun 2028               | PC&T, Finance & Procurement | <ul style="list-style-type: none"> <li>There is an increase in the engagement of social enterprises that support people with disability.</li> <li>Reporting data shows progress.</li> <li>Sector-wide recommendations are implemented as appropriate.</li> </ul> |

| Ref  | Aim/objective                                              | Action                                                                                             | Timing (if applicable) | Accountability                   | Success measures                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
|------|------------------------------------------------------------|----------------------------------------------------------------------------------------------------|------------------------|----------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 2.10 | Better engagement and participation in meetings and events | Ensure events and meetings are inclusive and accessible                                            | Dec 2027               | CEG, PC&T, IE, D&I               | <ul style="list-style-type: none"> <li>• A post-event survey is sent out after every TCO/PD-led event to collect accessibility feedback. When accessibility issues are identified, solutions are explored and implemented as appropriate.</li> <li>• Guidance on how to make in-person, online and hybrid meetings accessible is in place, and the use of accessibility housekeeping slides is promoted in the newsletter every quarter.</li> <li>• Checklists/inclusive housekeeping information is provided to Town Hall event speakers guiding them on how to present accessibly.</li> <li>• All meeting invites include a pre-populated/automated notice to contact the organiser for any accessibility/alternative format needs.</li> </ul> |
| 2.11 | Create a safe, productive and comfortable workplace        | Where possible, make changes to the environment that consider individual needs and ways of working | Dec 2025               | PC&T, Workplaces, people leaders | <ul style="list-style-type: none"> <li>• Ongoing conversations explore a variety of workplace adjustment options, e.g. quiet areas, flexible working, noise-cancelling headphones, sensory aids.</li> <li>• The Sunflower Initiative is implemented to promote awareness of invisible disability.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                     |

## 6.3 Focus area 3: Employment

| Ref | Aim/objective                                                                                                                       | Action                                                                                                              | Timing (if applicable) | Accountability        | Success measures                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
|-----|-------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------|------------------------|-----------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 3.1 | Effective workforce participation                                                                                                   | Improve the current workplace adjustment process                                                                    | Jun 2027               | PC&T                  | <ul style="list-style-type: none"> <li>• TCO/PD participates in the sector-wide Workplace Adjustment Passport (WPAP) pilot in 2025.</li> <li>• An online survey is available on the Hub inviting staff to provide feedback following adjustment requests – measured by continuous improvement (feedback being acknowledged, listened to and implemented as appropriate).</li> <li>• Work-from-home ergonomic self-assessment information is available to all staff on the Hub and is being utilised (measure by intranet reports).</li> </ul> |
| 3.2 | People with disability feel supported and engaged                                                                                   | Promote the Workplace Adjustment Policy and Procedure and raise awareness of the availability of JobAccess services | Mar 2028               | PC&T                  | <ul style="list-style-type: none"> <li>• All employees eligible for JobAccess are supported through the application process.</li> <li>• Workplace adjustments are successfully implemented and reviewed regularly.</li> </ul>                                                                                                                                                                                                                                                                                                                 |
| 3.3 | Remove the administrative and emotional burden for employees with disability<br><br>Increased efficiency and removal of duplication | Implement a workplace adjustment passport                                                                           | Mar 2027               | PC&T                  | <ul style="list-style-type: none"> <li>• After participation in WPAP pilot, a digital solution is explored and implemented as appropriate.</li> <li>• Post-implementation consultation is carried out across the sector and a collaborative approach continued.</li> </ul>                                                                                                                                                                                                                                                                    |
| 3.4 | Health and safety of employees is a continued priority                                                                              | Ensure correct and ergonomic workplace adjustments for work-from-home settings                                      | Mar 2028               | PC&T, people managers | <ul style="list-style-type: none"> <li>• Ergonomic self-assessments are completed and reviewed annually by employees who work from home.</li> <li>• Third-party expertise is engaged as required.</li> <li>• Workers compensation claims related to incorrect ergonomic set-ups are reduced.</li> </ul>                                                                                                                                                                                                                                       |



| Ref | Aim/objective                                                                               | Action                                                                                                                                        | Timing (if applicable) | Accountability | Success measures                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
|-----|---------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------|------------------------|----------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 3.5 | Higher rates of employment and retention of people with disability across TCO/PD            | Develop and implement inclusive recruitment guidelines and tools                                                                              | Mar 2025               | PC&T           | <ul style="list-style-type: none"> <li>• Sector-wide recruitment guides and tools are embedded within TCO/PD recruitment and onboarding processes.</li> <li>• Resources provide a range of strategies to support people facing different barriers (e.g. physical, intellectual, social, neurological).</li> <li>• 100% of recruitment and onboarding documents are inclusive and accessible.</li> <li>• Workplace adjustments are offered at each stage of the recruitment process and throughout the employee life cycle (through recruitment emails, induction etc).</li> <li>• PC&amp;T regularly utilise and communicate the function of Government Sector Employee rule 26, in relation to modification of recruitment processes for people with disability.</li> <li>• People with disability are encouraged to complete exit interviews when they leave. Suggestions are logged and considered for planning purposes, and wins are celebrated (e.g. good news stories).</li> </ul> |
| 3.6 | Capability uplift and employee engagement                                                   | Implement a 'Workplace Adjustment Wizards' initiative                                                                                         | Dec 2026               | PC&T           | <ul style="list-style-type: none"> <li>• 10 Workplace Adjustment Wizards have been trained and upskilled and are able to support other managers during the workplace adjustment process.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| 3.7 | Increased awareness, agility, best practice and consistency related to disability inclusion | Establish a mechanism for the sharing of disability-related information between agencies as per recommendation 6 of the NSW Disability Review | Sep 2025               | PC&T           | <ul style="list-style-type: none"> <li>• OPSC Inclusion and Belonging library is up to date with current resources and information.</li> <li>• Employees are accessing and using available resources.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |

| Ref | Aim/objective                                                            | Action                                                                        | Timing (if applicable) | Accountability | Success measures                                                                                                                                                                                                                                                                                                                                                                                                              |
|-----|--------------------------------------------------------------------------|-------------------------------------------------------------------------------|------------------------|----------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 3.8 | Collaboration and knowledge-sharing across the sector                    | Communicate availability of the Inclusion and Belonging Library across TCO/PD | Jan 2026               | PC&T           | <ul style="list-style-type: none"> <li>The feedback mechanism is implemented and utilised across the sector.</li> </ul>                                                                                                                                                                                                                                                                                                       |
| 3.9 | Increased number of people with disability represented across TCO and PD | Coordinate and implement targeted recruitment initiatives across TCO/PD       | Dec 2024               | PC&T           | <ul style="list-style-type: none"> <li>The Stepping Into disability internship program is coordinated twice-yearly, as is the targeted disability recruitment program (in partnership with Jigsaw and other disability employment agencies).</li> <li>Jigsaw works with managers and teams as an advocate for people with disability, assisting with job carving, role design and development of talent pipelines.</li> </ul> |

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## 6.4 Focus area 4: Systems and processes

| Ref | Aim/objective                                            | Action                                                                              | Timing (if applicable) | Accountability           | Success measures                                                                                                                                                                                                                                                                                                                                                                      |
|-----|----------------------------------------------------------|-------------------------------------------------------------------------------------|------------------------|--------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 4.1 | Improved communications and capability uplift of leaders | Develop and distribute clear guidance for all communications relating to disability | Jun 2025               | IE, PC&T, senior leaders | <ul style="list-style-type: none"><li>Disability communication principles are applied to TCO/PD communications.</li><li>A language guide – outlining language to use and terms to avoid, what to say or consider and what communication actions to take to improve workplace inclusion – is published on the Hub and regularly promoted via newsletters and other channels.</li></ul> |

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| Ref | Aim/objective                                                                                                    | Action                                                                                                                                                                                     | Timing (if applicable) | Accountability             | Success measures                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
|-----|------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------|----------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 4.2 | Reduced administrative and financial burden of retrofitting adaptations to documents, software or infrastructure | Implement better procurement practices, and ensure websites, intranet and digital assets meet Web Content Accessibility Guidelines (WCAG) Standards to create more accessible environments | Jun 2026               | D&I, Finance & Procurement | <ul style="list-style-type: none"> <li>• Minimum standards for accessible procurement, developed and implemented by the Department of Customer Service (DCS), are embedded locally within TCO/ PD.</li> <li>• Employees with disability are consulted on any new major technology implementations at the design and user-testing stages where relevant.</li> <li>• Corporate websites, intranets and digital assets meet the latest WCAG Standards at a minimum of AA level.</li> <li>• The Departments' external website complies with WCAG 2.2 AA guidelines or latest equivalent.</li> <li>• All new IT supplier procurements are required to meet WCAG 2.1 AA guidelines or latest equivalent for non-web-based procurements where possible and relevant.</li> <li>• Suppliers are assessed/ ranked on their level of compliance, and the Departments use WCAG compliance to inform decision-making (refer to guidance on buy.nsw on buying accessible digital products).</li> <li>• Where a website includes a feedback or contact form, alternative options such as a phone number will be incorporated where relevant and possible.</li> <li>• Existing supplier compliance is reviewed and a plan for improving compliance is documented where necessary.</li> </ul> |

| Ref | Aim/objective                                                                                                                 | Action                                                                                          | Timing (if applicable) | Accountability       | Success measures                                                                                                                                                                                                                                                                                                                                                                                               |
|-----|-------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------|------------------------|----------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 4.3 | Improved consultation with employees with lived experience                                                                    | Consult the Accessibility, Health and Wellbeing Group before any relevant change is implemented | Dec 2026               | PC&T, senior leaders | <ul style="list-style-type: none"> <li>The Accessibility, Health and Wellbeing Group is consulted during the development of any new policy, practice, procedure or decision that impacts people with disability. User testing is carried out as appropriate.</li> <li>The consultation process is agreed, embedded and regularly reviewed.</li> </ul>                                                          |
| 4.4 | Build disability confidence and capability into business-as-usual practices                                                   | Carry out initial Access and Inclusion Index and 24-month review                                | Jun 2029               | PC&T                 | <ul style="list-style-type: none"> <li>Data collected for the initial Access and Inclusion Index report demonstrates positive change in areas identified as part of the Dignified Access Review.</li> <li>Progress is reflected by a higher maturity score when the Access and Inclusion Index is done again.</li> </ul>                                                                                       |
| 4.5 | Achievement of deliverables<br><br>Increased transparency and engagement<br><br>Improved oversight and continuous improvement | Monitor, evaluate and report on the DIAP                                                        | Dec 2029               | PC&T, senior leaders | <ul style="list-style-type: none"> <li>A DIAP progress report is provided twice-yearly to the Executive.</li> <li>Data on people with disability is collected and reported on every quarter.</li> <li>Progress and outcomes are communicated as part of management reporting.</li> <li>There is increased awareness of access and inclusion at TCO/PD as measured by the annual PMES or equivalent.</li> </ul> |
| 4.6 | Meaningful workforce diversity improvements and outcomes                                                                      | Incorporate intersectional data into reporting processes                                        | Dec 2028               | PC&T, senior leaders | <ul style="list-style-type: none"> <li>Data collected is used across other strategies and plans.</li> <li>Rich, holistic reporting drives data-informed decisions and policy development.</li> </ul>                                                                                                                                                                                                           |



# 7. Monitoring and evaluation

To effectively assess progress, identify areas for improvement and ensure the plan's effectiveness in meeting its objectives, we will implement a robust governance structure organised into the following key components:

## 7.1 Roles and responsibilities

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### 7.1.1 People, Culture & Talent Inclusion and Wellbeing Team

This team will:

- draft and develop the DIAP in consultation with relevant stakeholders and AusDN
- facilitate the implementation of the plan by supporting the relevant action owners
- coordinate the reporting requirements and oversee the overall progress of the DIAP
- ensure the ongoing relevance of the DIAP and update it as required in line with current policies and legislation
- advocate for staff with disability and empower them to participate in the workplace in a meaningful way
- review resources and training modules and monitor staff uptake.

### 7.1.2 The Secretaries

- The Secretaries are accountable for the success of the DIAP as mandated by relevant legislation and will create a top-down culture of equality and inclusion.

### 7.1.3 Senior leaders/action owners

- Senior leaders are accountable for the delivery of actions relevant to their business area. They will nominate a champion from their branch to support the implementation.

### 7.1.4 DIAP champions

- A champion from each branch will be appointed to monitor and report on the progress of the actions relevant to their business area.

## 7.2 Reporting and review mechanisms

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Reporting and review mechanisms will include:

- monthly reports to the TCO/PD Executive on workforce representation and disability awareness training participation, in the form of a dashboard
- nominating action owners (senior leaders that have decision-making authority, ultimately accountable for the delivery of relevant actions) and champions (responsible for monitoring and reporting on the relevant actions) for every branch. This will facilitate wider representation and engagement across the Departments

- twice-yearly reports to the TCO/PD Executive, Disability Review Steering Committee and Accessibility, Health and Wellbeing Group on DIAP progress, with a focus on transparency and inclusion. Data will be collected in a spreadsheet maintained by the Inclusion and Wellbeing team and distributed to the relevant champions prior to each reporting period. It will then be collated, analysed and presented in a format appropriate for each stakeholder group
- annual analysis of PMES results, focusing on the inclusion, wellbeing and engagement of employees with disability
- annual reporting on DIAP progress to the relevant minister and DCJ, in line with statutory requirements.

Data from the above processes will assist in assessing DIAP outcomes and refining actions based on measurable results.

## 7.3 Ongoing improvement

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We will establish a feedback loop and consultation protocol to ensure the voices of people with lived experience inform DIAP improvements. By actively seeking and responding to the feedback received from employees, managers and external partners, the Departments will foster a culture of learning and adaptation.

## 7.4 Stakeholder engagement and communication

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We will maintain open communication channels to ensure transparency and collaboration with stakeholders including staff, management, peak bodies and external partners.

The successful embedding of disability inclusion principles and practices across our organisations requires collaboration across branches, teams, Departments and the sector.

# Appendix A:

## 2022 NSW Disability Review recommendations

Agencies within the NSW Government are working together to improve disability inclusion outcomes across the sector. The 8 recommendations and the departments leading them are listed below.

| Number | Recommendation                                                                                                        | Department leading                                                                     |
|--------|-----------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------|
| 1      | A consistent definition of disability                                                                                 | Premier's Department                                                                   |
| 2      | Workplace adjustment passports to improve employee experience                                                         | Department of Customer Service (DCS); Office of the Public Service Commissioner (OPSC) |
| 3      | Authentic communication and leadership to build an inclusive culture                                                  | Department of Planning, Housing and Infrastructure                                     |
| 4      | Practical recruitment guidance and tools to deliver a more inclusive recruitment process                              | Transport for NSW; Department of Primary Industries and Regional Development           |
| 5      | Training and support to upskill people managers and embed inclusive practices                                         | OPSC; Department of Creative Industries, Tourism, Hospitality and Sport                |
| 6      | Improve information sharing and reporting                                                                             | NSW Treasury; OPSC                                                                     |
| 7      | Better procurement practices to create more accessible environments                                                   | DCS                                                                                    |
| 8      | Tailored action for larger portfolios that will deliver the greatest contribution to the disability employment target | NSW Health; Department of Education; Department of Communities and Justice             |

# Appendix B: Legislation

*Anti-Discrimination Act 1977 (NSW)*

*Disability Discrimination Act 1992 (Cth)*

*Disability Inclusion Act 2014 (NSW)*

*Work Health and Safety Act 2011 (NSW)*

# Appendix C:

## References

Accessibility NSW (2023), [Buying accessible digital products and services everyone can use](#), Buy NSW website, accessed 24 September 2024.

Australian Bureau of Statistics (2022), [Disability, Ageing and Carers, Australia: Summary of Findings](#), ABS website, accessed 20 September 2024.

Australian Disability Network, *Dignified Access Review*, internal report, September 2023, unpublished.

Australian Disability Network, *Recruitment and Selection Review and Design*, internal report, 2015, unpublished.

Department of Communities and Justice (2021), [NSW Disability Inclusion Plan 2021–2025](#), DCJ website, accessed 23 September 2024.

Department of the Prime Minister and Cabinet (2023), [Royal Commission into Violence, Abuse, Neglect and Exploitation of People with Disability, Executive Summary, Our vision for an inclusive Australia and Recommendations](#), Disability Royal Commission website, accessed 23 September 2024.

Premier's Department, *People Matter Employee Survey*, internal survey, 2024, confidential.





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# The Cabinet Office and the Premier's Department

## More information

For more information on Disability Inclusion Action Plans, see: <https://dcj.nsw.gov.au/community-inclusion/advisory-councils/disability-council-nsw/disability-inclusion-action-plans.html>

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