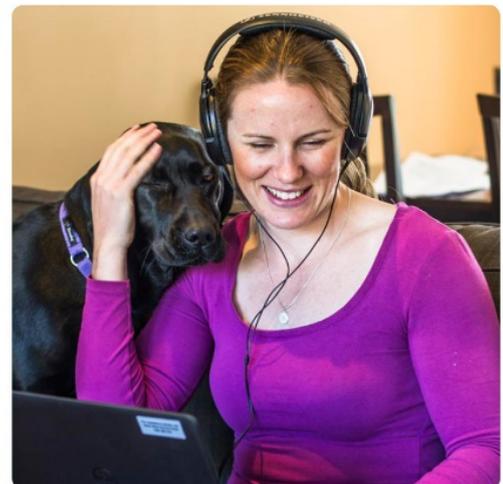
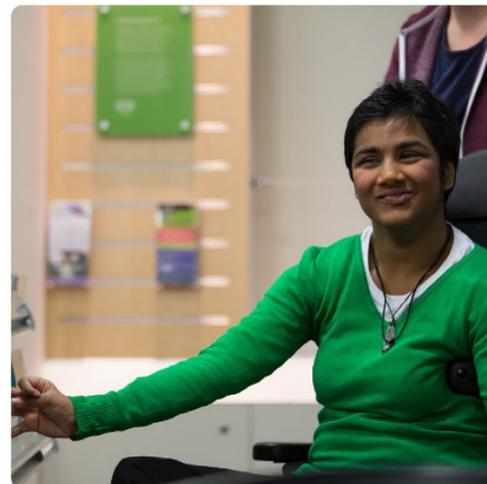


# Disability Inclusion Action Plan 2015-19

Incorporating 'Disabling the Barriers' strategies  
1 December 2015



# Secretary's foreword

Throughout the world, action is finally resulting from the decades-long discussion about how to ensure the rights and inclusion of people with disability.

By introducing the National Disability Insurance Scheme (NDIS), the Australian Government will make a difference for all Australians with disability. But although the scheme is an important and critical step, it's only a part of what's necessary.

One of our main objectives at FACS is to support people with disability in realising their potential. In part we do this by delivering services, but just as important is whether or not we create a workplace that is fully inclusive and offers opportunity fairly to all.

By formulating the FACS Disability Inclusion Action Plan (DIAP), we've committed to promoting inclusion and equal rights for all Australians. We set out our vision for an inclusive community and public sector and the practical steps that we and other public authorities need to take to bring it into existence.

In publishing the FACS DIAP, we're taking a small but necessary step toward realising our objectives. We've developed our plan by consulting with people with disability, so we know its implementation will have a significant impact on their lives.

Now we've identified what to do to become an inclusive department, we must act to achieve it.

Given our responsibilities, we want FACS to take a leadership role and to exemplify best practice for other agencies and organisations that are working towards the common goal of achieving accessibility and inclusion.

We'll be judged on our progress.

Michael Coutts-Trotter  
Secretary  
Department of Family and Community Services

Family and Community Services employees have written and formatted this document so that it is accessible to everyone who chooses to read it. The document has also been tested to ensure accessibility by Vision Australia. It has been written in plain English and formatted so assistive technology users can read it using their software. At Family and Community Services we encourage all people who produce documents for their organisation and/or the public to make the documents fully accessible to people with disability.

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# 1. Our guiding principles

Both internationally and nationally, and at both state/territory and organisational levels, people are significantly focusing on the rights and needs of people with disability. Internationally, people have recognised that inequitable access to information, services and employment for people with disability is a human-rights issue.

As Australians we need to create inclusive cultures, organisations and communities so all Australians have equitable opportunity and support. We need to create inclusive workplaces and cultures for all employees so information is accessible and so inclusive workplace behaviours and processes are 'standard practice'. If we work with clients, regardless of who they are, we need to make all our information accessible and all our services flexible so we meet the needs of people with disability.

As FACS employees we need to regularly engage and consult with people with disability and include them in discussions from the very beginning so we understand and meet their needs. For our own workforce, we must establish and maintain accessible recruitment and workplace practices so people with disability are represented at the same level as they are in Australia's general population.

FACS employees have used the following guiding principles to develop the FACS Disability Inclusion Action Plan, which in this document is sometimes abbreviated as 'the FACS DIAP'.

The *Disability Inclusion Act 2014 NSW* (the NSW DIA) reinforces:

- people with disability have an inherent right to be respected for their worth and dignity
- people with disability have the right to participate in and contribute to social and economic life and should be supported to develop and enhance their skills and experience
- all Australians must respect people with disabilities right to privacy and confidentiality
- people with disability have the right to access information in a way that is appropriate in relation to their disability and cultural background and so they're able to make informed choices.

The FACS DIAP also reinforces the NSW Disability Inclusion Plan.

The Family and Community Services Strategic Statement, is aligned to these principles and we work to:

- empower all people to live a fulfilling life and achieve their potential in an inclusive community (our FACS vision)

- eliminate disadvantage and make sure that people are included in their community
- put people first
- design, deliver and commission services in which we integrate people and communities
- support people with disability to realise their potential
- to increase opportunities for people with disability so the types of support we provide meet each person's needs and all people can realise their potential.

When we're applying the imperatives of our FACS Strategic Statement, we stick to the following four values and use them to inform the work we do and all the decisions we make:

1. Integrity: we act professionally, honestly, consistently and impartially.
2. Trust: we build relationships we base on mutual respect.
3. Service: we put people at the centre of everything we do.
4. Accountability: we take responsibility for our decisions and actions.

We recognise that everyone's circumstances are different and that we need to build on people's strengths so we can encourage them to overcome challenges and be more independent.

We'll collaborate with other government agencies to achieve common ends, use evidence of results as a guide when making our decisions, and be transparent about how we're performing.

## 2. Policy and legislative context

The context for all NSW Disability Inclusion Actions Plans is embedded in the following conventions, laws, schemes, policies, procedures and guidelines:

### International

- UN Convention on the Rights of Persons with Disabilities (UNCRPD)

### Commonwealth

- *Disability Discrimination Act 1992 Cwth* (DDA)
- *Disability Services Act 1986 Cwth* (DSA)
- *National Disability Insurance Scheme Act 2013 Cwth*

### National

- National Disability Insurance Scheme (NDIS)
- National Disability Strategy (NDS)

### State

- *Anti-Discrimination Act 1977 NSW* (ADA)
- *Disability Inclusion Act 2014 NSW* (DIA)
- *Government Sector Employee Act 2013 NSW* (GSEA)
- NSW Disability Inclusion Plan (NSW DIP)
- NSW Public Sector Capability Framework

### Agency - Family and Community Services

- FACS Disability Inclusion Action Plan
- Equity and Diversity Policy (being developed)
- Guidelines for Flexible Work Arrangements (being developed)
- Workforce Safety and Wellbeing Policy, incorporating the Reasonable Adjustment Procedures.

## 3. Our clients and employees

### 3.1 Our clients

At 30 June 2014, FACS provided services to more than 428,000 people. People with disability have always been an important part of our client base and we have worked to meet their needs and enhance the quality of their lives in the delivery of our programs and services.

FACS employees are experienced in working with clients with disability. Clients with disability in each of our service-delivery streams were:

- At 30 June 2014, 2,281 children and young people in statutory out-of-home care had a reported disability. This represented 17.4 per cent of all children and young people in statutory care.
- During 2013-14, 2,618 newly housed households in public and Aboriginal housing had a disability pension as their main source of income. This represented 34.8 per cent of all householders newly housed.
- During 2013-14, FACS delivered services to 96,784 disability and Community Care support program clients.

This client list is not exhaustive with other client groups not be included in the above statistics such as Carers and other children and young people who are not in care.

As an organisation FACS has significant expertise in delivering services to people with disability, so we're choosing to take a leading role in public sector efforts to both better meet the needs of people with disability and create inclusive workplaces. On a practical level, we will continue to liaise with the NSW Public Service Commission and other government agencies and to promote a common approach to meeting the standards applied throughout the NSW public sector.

During the Plan's life our client base will be significantly reduced as a result of the:

- ownership of the Home Care area will be transferred to the non-government sector
- clients will be serviced by non-government organisations, as part of the NDIS transition.

## 3.2 Our employees: comparative statistics

In comparing Australian Bureau of Statistics data to Public Service Commission – Workforce Profile data, we see the representation level of FACS employees with disability is higher than sector and state levels and lower than the national level.

Having accurate workforce data provides a solid evidence base for planning and decision-making purposes. It helps us make informed decisions about resource allocation and scale our solutions accordingly. The information also helps identify workforce trends that will need to be addressed and opportunities that can be taken to create inclusive workplaces.

When collecting workforce data, we face significant barriers in relation to disability data, with employees reporting that they fear people's unconscious bias and discrimination once a disability has been disclosed. At present, we collect the data by way of our human-resources system – the 'Equity and Diversity' section in SAP – so any data that individual employees provide is actually linked to them. In June 2015, the response rate of employees who were prepared to share personal information about their disability by way of SAP was 45 per cent.

Going forward this provides us with both a challenge and an opportunity to raise the response levels of respondents and provide a more accurate picture of diversity and the FACS workforce. It also provides us with the opportunity to take a more inclusive approach and focus our data collection on 'what our employees need to do their roles' instead of labelling sub-groups within the workforce overall.

For us to address this issue, in future, it is proposed employee data should be anonymous and be based on what employees need to do their role. It should also be collected after conducting an awareness-raising campaign about diversity, including disability, and the benefits of sharing information for the purpose of planning.

Disability Inclusion Plans have a four-year life. Between 2015 and 2019, the FACS workforce will be significantly reduced because:

- ownership of the Home Care area will be transferred to the non-government sector
- employees will be transitioned to non-government organisations, in line with NDIS requirements.

During these changes, we will carefully monitor our clients and employees with disability, and we will work to meet their needs.

Population Group	Total Population	Working-Age Population With Disability	Participation Rate	Employees With Disabilities	Percentage of Total Population	Data Source
Australia	15,277,778	2,200,000	52.8%	1,161,600	8.0%	ABS 4433.0.55.006: Disability and Labour Force Participation, 2012 – working-age population, 15–64 years
New South Wales	3,578,000	315,500	50.6%	159,643	4.0%	ABS 4433.0.55.006: Disability and Labour Force Participation, 2012 – working-age population, 15–64 years
New South Wales public sector	396,036	Not applicable	Not applicable	12,277	3.1%	For population: <i>Workforce Profile</i> , Public Service Commission, 2014 For percentage: <i>State of NSW Public Sector Report</i> , Public Service Commission, 2014
Family and Community Services	20,336	Not applicable	Not applicable	1,179	5.8%	FACS Workforce Profile as at 18 June, 2015, as provided to Public Service Commission (note: 'full-time employee' population: 12,622 full-time employees)

NB: The statistics included in this table are not fully comparable. Data was not available in the same calendar year and percentages were calculated based on different group response rates. Agency and national statistics are also not comparable.

Additionally, an 'FACS Employees Diversity Dashboard' is now available to FACS employees to provide a greater level of a detail of existing disability data. The data is broken down by cluster/division and district/directorate and other demographic criteria such as age, gender, location, award level, public service tenure, employment type.

## 4. Our existing and planned efforts

### 4.1 Existing efforts

In 2014 and 2015, FACS both provided a wide variety of programs and services and initiated work to raise the level of what we offer our clients and how we support our clients and employees with disability.

Highlights of our 2014 and 2015 efforts follow:

- Surf Life Saving project. Increasing accessibility for people with disability to beach precincts in Waverley Council, Newcastle Council and Bega Valley Council. In addition, a grants program helps local businesses to be more accessible to people with disability. *Ageing Home Care and Disability, Community Access.*
- The contract relationship management system for community housing (IMS) has disability assistance options for colour blindness and an accessibility mode that works with IT disability enhancements. This functionality is available to FACS employees and NGO providers who access the system. *Strategic Reform and Policy, Service Systems Communications.*
- Updating of the 'Grief and Bereavement Package' to improve the capacity of employees to assist clients with disability who experience grief and loss. *Ageing Home Care and Disability, System Development and Reform.*
- The Tech Savvy Seniors program is a highlight of the NSW Ageing Strategy; it is delivered through a successful public-private partnership with Telstra. The program provides low cost or free training so older people can learn to use technology such as computers, tablets and smart phones. Many of these seniors have age-related disabilities. *Strategic Reform and Policy, Strategic Policy.*

### 4.2 Planned efforts

Many of these initiatives are ongoing and further changes and improvements are also planned including:

- Developing and piloting a Practice Guide to encourage innovative and practical ways of supporting clients with an intellectual disability who experience depression and anxiety. The guide will be piloted through service providers, carers and family members who support people with intellectual disability. *Ageing Home Care and Disability, System Development and Reform.*

A full list of our 2014/2015 and ongoing and planned initiatives is located in Appendices 6 and 7.

## 5. Developing the plan

To inform our development of the plan and formulate actions, we used information from:

1. literature and best-practice research
2. a survey of 19 disability-sector peak bodies and representative organisations
3. a series of three co-design workshops
4. a series of six action-refining workshops.

To develop the FACS DIAP, we formed two committees/groups:

- FACS DIAP Steering Committee was formed in May 2015. Its members guided the DIAP development and met each month for six months to develop the plan.
- FACS DIAP Working Group was formed in June 2015. It comprised representatives from each of the nine FACS divisions, and they collected divisional information, quantified action-area status and facilitated senior managers' endorsement of the divisional information.

To develop and review the FACS DIAP and endorse the contributions to it, we:

- reviewed the existing disability agreements, plans, laws, guidelines and research results; we include our Research Log as Appendix 3
- undertook initial consultation to inform the approaches we'd take to developing the plan and the consultation models we'd use
- researched international and national organisational best practice; we include our Consultation Log as Appendix 4
- consulted with key disability-sector peak bodies by conducting a survey to establish which actions we'd prioritise and which disability needs were specialised
- conducted three co-design workshops for three areas – Out-of-home Care, Social Housing and Employees – so we could better draft the actions we'd be including in the plan
- conducted six action-refining workshops to refine and finalise the plan's draft actions
- reviewed the draft plan using internal and external stakeholders and had the DIAP Steering Committee review and endorse the updated plan

The FACS Cluster Executive Board approved the final DIAP, on 5 November 2015.

### 5.1 Plan development – governance and accountability

A FACS DIAP Steering Committee has guided and endorsed the approaches we have taken in developing our Plan.

- All deputy secretaries have endorsed their division's contributions and will be accountable for completing the division's actions.
- The process for endorsing and approving the draft DIAP was:
  - Deputy Secretaries
  - DIAP Steering Committee
  - FACS Cluster Executive Board.

## 6. Key outcome areas and actions

In this plan, we've grouped the actions into five focus areas:

1. Develop positive attitudes and types of behaviour.
2. Create liveable communities.
3. Support access to employment and inclusion in the workforce.
4. Improve access to mainstream services.
5. Improve organisational data to inform planning and decision making.

Each set of actions within these groupings contains the following information:

- Overarching outcome - What main result being aimed for in implementing the action?
- Approach - Is our approach to the implementation of each action 'diversity generic' or 'disability specific'?
- Actions - What is the action or initiative?
- Timeframe - What is the target deadline for action completion?
- Lead - Which divisional unit/s will lead completion of the action?
- Support and implementation - Which divisions and units will support and implement the DIAP?
- Success indicators: How will we know if the action has been successfully completed?

This plan is a 'living document' and it has been designed so further actions can be added over the four-year life of the plan.

## 6.1 Develop positive attitudes and types of behaviour

The general community's attitudes and behaviour towards people with disability is the biggest barrier to full access and inclusion. Attitudes and behaviour permeate all aspects of life. According to what we learnt during our consultations, the determining factors for people's attitudes and behaviour towards people with disability are ignorance, fear and/or lack of opportunity to interact with people with disability. People need to increase their awareness and expand their perceptions of people with disability to develop more positive attitudes and behaviours.

This focus area is an ongoing goal. We will conduct a campaign to raise people's awareness and re-educate them about the rights, needs and value of people with disability. The campaign will:

- promote the value of diversity and inclusion
- expand the employee understanding of diversity, disability and inclusion
- reinforce the importance of universal design and engagement and consultation with people with disability
- clarify our employees' and managers' obligations
- encourage the sharing personal information to make sure employees have what they need to perform their roles
- reinforce how committed we are to the DIAP
- outline 'where we will go from here'.

*“Managers who have positive and inclusive approach assist persons with a disability greatly. They ensure that policies and procedures that support persons with a disability are fully implemented in turn supporting that person to fully realise their potential as a manager, employee or colleague”.*

Richard Hoare  
Chairperson  
FACS Disability Employee Network

The table which follows details the initial actions we will take to develop more positive attitudes and behaviours.

Table I. Develop positive attitudes and behaviours

1. FACS employees understand the rights, needs and value of diversity, inclusion and people with disability.

<b>Actions</b>	<b>Approach</b>	<b>Time Frame</b>	<b>Lead</b>	<b>Support and Implementation</b>	<b>Success Indicators</b>
1.1 Develop and implement a disability, diversity and inclusion awareness raising and re-education campaign for FACS employees with components specifically targeted at executive, managerial and employee levels. Commencing in 2016 with the campaign continuing throughout the life of the plan.	Diversity Generic	End Dec 2019	Corporate Services, HR - OD, Learning and Development	All districts and central office units	<ul style="list-style-type: none"> <li>'People Matter' Survey results - disclosure of disability</li> </ul>

2. Accessible and inclusive procurement.

<b>Actions</b>	<b>Approach</b>	<b>Time Frame</b>	<b>Lead</b>	<b>Support and Implementation</b>	<b>Success Indicators</b>
2.1 Ensure the Procurement Management Plan and Framework supports disability, diversity and inclusion.	Diversity Generic	End June 2016	Corporate Services, FAP, Procurement Strategy and Planning	All districts and central office units	<ul style="list-style-type: none"> <li>Procurement Management Plan and Framework reviewed and updated</li> </ul>
2.2 Include a standard 'Diversity and Inclusion' statement and information in all FACS procurement activities and documentation.	Diversity Generic	End June 2016	Corporate Services, FAP, Procurement Strategy and Planning	All districts and central office units	<ul style="list-style-type: none"> <li>Statement and information developed, approved and launched</li> </ul>

Actions	Approach	Time Frame	Lead	Support and Implementation	Success Indicators
2.3 Develop and implement 'category specific' inclusivity procurement strategies.	Diversity Generic	End Dec 2016	Corporate Services, FAP, Procurement Strategy and Planning	All districts and central office units	<ul style="list-style-type: none"> <li>'Category specific' inclusivity procurement strategies developed and implemented.</li> </ul>
2.4 Influence the development of system and process changes to ensure that both the FACS grants system and Department of Finance and Services and Innovation (DFSI) e-tendering system have improved functionality to support inclusivity.	Diversity Generic	End Dec 2016	Corporate Services, FAP, Procurement Strategy and Planning	All districts and central office units	<ul style="list-style-type: none"> <li>Influencing strategies developed and implemented</li> </ul>
2.5 Ensure all internal and external procurement information is accessible (websites and documents).	Diversity Generic	End Dec 2016	Corporate Services, FAP, Procurement Strategy and Planning	All districts and central office units	<ul style="list-style-type: none"> <li>Any website accessibility issues determined and a plan to rectify or mitigate issues developed and implemented</li> </ul>
2.6 Develop and roll-out a procurement checklist to prompt consideration of diversity and inclusion when managers are purchasing goods and services.	Diversity Generic	End June 2016	Corporate Services, FAP, Procurement Strategy and Planning	All districts and central office units	<ul style="list-style-type: none"> <li>Checklist developed and rolled out</li> </ul>
2.7 Update the contracting system and templates to support and promote diversity and inclusion.	Diversity Generic	End Dec 2016	Corporate Services, FAP, Procurement Strategy and Planning	All districts and central office units	<ul style="list-style-type: none"> <li>Contracting system and templates updated</li> </ul>

3. FACS goods and services providers support diversity and inclusion.

Actions	Approach	Time Frame	Lead	Support and Implementation	Success Indicators
<p>3.1 Develop and implement influencing strategies to be implemented through internal FACS working protocols and the NSW Government Procurement Leadership Group; to influence external procurement stakeholders to better support diversity and inclusion.</p>	<p>Diversity Generic</p>	<p>End Dec 2016</p>	<p>Corporate Services, FAP, Procurement Strategy and Planning</p>	<p>All districts and central office units</p>	<ul style="list-style-type: none"> <li>• Influencing strategies identified and implemented through internal FACS working protocols and the NSW Government Procurement Leadership Group.</li> </ul>
<p>3.2 Update the FACS Procurement Framework and intranet resource material to assist business units in how to select/identify panel members that reflect inclusivity.</p>	<p>Diversity Generic</p>	<p>End Dec 2016</p>	<p>Corporate Services, FAP, Procurement Strategy and Planning</p>	<p>All districts and central office units</p>	<ul style="list-style-type: none"> <li>• The FACS Procurement Framework and intranet resource material has been updated</li> </ul>

## 6.2 Create liveable communities

To create liveable communities, we need to focus our attention and resources on the elements of community life that most people desire. To create liveable communities for people with disability, we must do more than modify the physical environment; we must facilitate aspects such as accessible housing, access to transport, community recreation, social engagement and universal design.

*“Most people in Australia don’t have to worry about whether they can get out of their front door, or get in to their workplace or where they can hang out with their friends. However, for people with disability, the way the physical environment is designed and built can make it impossible for us to participate in everyday activities like everyone else in the community. The barriers of the built environment were recognized as long ago as 1981, in the International Year of Disabled People, as it adopted the slogan: “Break down the Barriers”. Although things have improved since there is still much to do to ensure that accessibility is not a privilege but an expectation every Australian can have.”*

Diana Qian  
Senior Policy Officer  
Disability Council NSW

The table which follows details the initial actions we will take to create more liveable communities.

Table II. Creating liveable communities

4. Diversity and inclusion are a standard consideration in design, development and decision making.

Actions	Approach	Time Frame	Lead	Support and Implementation	Success Indicators
4.1 Work with a building industry representative association/s to sponsor four FACS awards that recognise inclusive design in public and private buildings. The four awards for each calendar year: <ol style="list-style-type: none"> <li>1) innovation in inclusive design - architecture student</li> <li>2) innovation in inclusive design - architect</li> <li>3) inclusive public or private building</li> <li>4) interior design (inclusive fit-out).</li> </ol>	Diversity Generic	End Dec 2019	Liaison re awards - Corporate Services, Procurement and Strategy and LAHC	All districts and central office units	<ul style="list-style-type: none"> <li>• Increases in the number of applicants for each award category each year</li> </ul>

5. Progressive completion of accessibility improvements to FACS premises, relative to required standards and as contractual requirements and organisational needs allow.

Actions	Approach	Time Frame	Lead	Support and Implementation	Success Indicators
5.1 Update lift safety where possible for deaf people who cannot use the emergency phone or a mobile in a lift if it stops between floors. Encourage owners of leased buildings to update lift facilities and update lift facilities in the social housing portfolio buildings as funding permits.	Diversity Generic	End June 2019	Corporate Services, Finance and Procurement, Assets and Major Infrastructure (Lead) and LAHC	All districts and central office units	<ul style="list-style-type: none"> <li>• Lifts maintained to compliant standard for FACS building lifts (owned and leased)</li> </ul>

<b>Actions</b>	<b>Approach</b>	<b>Time Frame</b>	<b>Lead</b>	<b>Support and Implementation</b>	<b>Success Indicators</b>
5.2 Identify relevant office building accessibility standards for FACS (owned and leased) and re-confirm mandatory requirements and voluntary targets. Measure our office building compliance, set targets and implement changes to raise accessibility.	Diversity Generic	End June 2019	Corporate Services, Finance and Procurement, Assets and Major Infrastructure	All districts and central office units	<ul style="list-style-type: none"> <li>Increases in the ratio of accessible FACS buildings to non-accessible FACS buildings (relative to accessibility standard)</li> </ul>
5.3 Utilise 'cross-agency' or 'whole of Government' committees to set benchmarks re office accessibility and inclusion.	Diversity Generic	End Dec 2016	Corporate Services, Finance and Procurement, Assets and Major Infrastructure	All districts and central office units	<ul style="list-style-type: none"> <li>Whole of Government office accessibility benchmarks set</li> </ul>

6. Progressive increases in accessibility of the social housing portfolio relative to required standards and as contractual requirements and organisational needs allow.

<b>Actions</b>	<b>Approach</b>	<b>Time Frame</b>	<b>Lead</b>	<b>Support and Implementation</b>	<b>Success Indicators</b>
6.1 Identify relevant building accessibility standards for FACS Social Housing Portfolio, including set targets, and implement changes to raise accessibility, subject to funding.	Diversity Generic	End June 2019	LHC (Lead), liaising with the AHO and Community Housing	All districts and central office units	<ul style="list-style-type: none"> <li>FACS aims to achieve up to 50% of new builds to meet the Liveable Housing Guidelines</li> </ul>

## 6.3 Support access to employment and workforce inclusion

Most people find that employment and economic security are closely related. When we are employed, we have:

- greater self-worth
- greater social interaction and participation in our community
- improved mental health and
- more opportunities to support ourselves in making choices and controlling our lives.

Across all sectors, people with disability have a significantly lower employment rate. At all stages of the employment process, applicants with disability come up against barriers, such as when the interview venue is inaccessible, the employer hasn't made reasonable adjustments to the work environment, the role descriptions are rigid, and applicants with disability might be disadvantaged because they must undergo an online test.

Many applicants with disability don't want to identify as having a disability because they're afraid they will be disadvantaged because of the disclosure. Applicants with disability are more likely to respond to job advertisements in which the prospective employer actively demonstrates that the work environment is fully inclusive. The NSW Public Sector Commission has partnered with FACS and they have jointly formed the Disability Employment Advisory Committee (DEAC). This committee seeks to raise the representation level of people with disability in the public sector workforce.

*“There is nothing more soul destroying and undignified as an applicant with disability applying for a position and being confronted with multiple hurdles because the recruitment processes are inaccessible. Employment is a necessity, we work to live, not the other way around and this includes people with disability. When the recruitment processes are inaccessible it puts the applicant with disability in a vulnerable situation. It can feel as though we are indirectly being judged on our disability, as opposed to our capabilities and qualifications. An accessible recruitment process that encourages people with disability to apply promotes the employer as genuinely valuing diversity and nurturing an inclusive workforce. It's usually the employer that most people want to work for, irrespective of whether or not they have a disability”.*

Ebru Sumaktas  
Senior Policy Officer  
Programs and Service Design

*“I really like the idea of accessible recruitment as a door to opportunities – my interview process was absolutely flawless and I walked in with access to a sign language interpreter, everything was well thought out, they gave me questions and extra time for me to process it and prepare myself for the interview. Writing paper was also provided so I can scribble things down and draw diagrams to include in the interview.*

*The discussion we had around reasonable adjustment was met with acknowledgment and asking for further information of what works for me and the willingness to follow it up and ensure that these are part of my access in work practices.*

*Accessible recruitment says we want you, you’re an asset to our team, we value you as a person and the experience of disability from a different angle gives us more credibility as the best employer of people with disability. Asking me if I had any questions and I asked how you will cope with me being a Deaf person. They clearly did their research and was able to list the things that they had thought about and how to be more inclusive and they asked more questions about what other support I needed in my work.”*

Craig Maynard  
Behaviour Support Practitioner  
Ageing Disability and Home Care, Inverell

The table which follows details the initial actions we will take to support access to employment and greater workforce inclusion.

Table III. Supporting access to meaningful employment

7. FACS employee attraction practices are inclusive and accessible.

Actions	Approach	Time Frame	Lead	Support and Implementation	Success Indicators
<p>7.1 Encourage private learning and development provider/s to publically offer accessible development programs to support candidates with disability applying for FACS roles, re:</p> <ul style="list-style-type: none"> <li>• Understanding public sector capabilities</li> <li>• GSE application writing</li> <li>• GSE interview techniques.</li> </ul>	Diversity Generic	End Dec 2016	Corporate Services, HR - OD, Learning and Development	All districts and central office units	<ul style="list-style-type: none"> <li>• Accessible programs publically available</li> </ul>
<p>7.2 Identify two positions for graduates with disability, in the FACS Graduate Program commencing in each ongoing intake.</p>	Diversity Generic	End Dec 2016	Corporate Services, HR - OD, Learning and Development	All districts and central office units	<ul style="list-style-type: none"> <li>• Two places for graduates with disability filled in the next graduate program intake.</li> </ul>
<p>7.3 Review the accessibility of external website/s where FACS roles are advertised and provide alternate accessibility pathways where needed.</p>	Diversity Generic	End Dec 2016	Corporate Services, HR - WSP, Planning, Workforce Acquisition and BS - Employee Support Services	All districts and central office units	<ul style="list-style-type: none"> <li>• Website/s are accessible or interim accessibility arrangements are in place to mitigate the problem</li> </ul>

Actions	Approach	Time Frame	Lead	Support and Implementation	Success Indicators
7.4 Develop and approve a statement to be included in role information packages and advertisements where appropriate regarding FACS' willingness to employ people with disability and provide adjustments at interview and in the workplace.	Diversity Generic	End June 2016	Corporate Services, HR - WSP, Planning, Workforce Acquisition and BS - Employee Support Services	All districts and central office units	<ul style="list-style-type: none"> <li>Statement approved and launched</li> </ul>
7.5 Use workforce planning tools to identify appropriate positions at managerial and employee to be targeted for filling by people with disability.	Diversity Generic	End Dec 2016	Corporate Services, HR - WSP, Planning, Workforce Acquisition and BS - Employee Support Services	All districts and central office units	<ul style="list-style-type: none"> <li>Increased representation levels of people with disability in the FACS workforce</li> </ul>
7.6 Target candidates with disability through better utilisation of disability networks and social media and innovation 'advertising' approaches. Commencing in 2016 and continuing throughout the life of the plan.	Diversity Generic	End Dec 2019	Corporate Services, HR - WSP, Planning, Workforce Acquisition and BS - Employee Support Services	All districts and central office units	<ul style="list-style-type: none"> <li>An increased number of candidates with disclosed disability</li> </ul>

<b>Actions</b>	<b>Approach</b>	<b>Time Frame</b>	<b>Lead</b>	<b>Support and Implementation</b>	<b>Success Indicators</b>
7.7 Review the FACS recruitment process and address any accessibility issues.	Diversity Generic	End Dec 2016	Corporate Services, BS - Employee Support Services (Lead) and HR - WSP, Workforce Acquisition and Inclusion	All districts and central office units	<ul style="list-style-type: none"> <li>• Greater inclusivity of the FACS recruitment process</li> </ul>
7.8 Maximise inclusivity in recruitment practices and build trust to encourage sharing of personal information to access role and workplace adjustment. Commencing in 2016 and continuing throughout the life of the plan.	Diversity Generic	End Dec 2019	Corporate Services, BS - Employee Support Services (Lead) and HR - WSP, Workforce Acquisition and Inclusion	All districts and central office units	<ul style="list-style-type: none"> <li>• An increased number of candidates with disclosed disability</li> </ul>

8. FACS employee selection practices are inclusive and accessible.

<b>Actions</b>	<b>Approach</b>	<b>Time Frame</b>	<b>Lead</b>	<b>Support and Implementation</b>	<b>Success Indicators</b>
8.1 Review supplementary role information to fully communicate the full range of job requirements to all applicants up front. Update the role description	Diversity Generic	End Dec 2016	Corporate Services, HR - Workforce	All districts and central office units	<ul style="list-style-type: none"> <li>• Accurate information provided to candidates re inherent roles</li> </ul>

Actions	Approach	Time Frame	Lead	Support and Implementation	Success Indicators
development process so it automatically considers disability and diversity.			Strategy and Planning,		
8.2 Implement improvements to the FACS recruitment and selection process and then consider commencing the accreditation process to become a Disability Confident Recruiter (DCR).	Diversity Generic	End Dec 2016	Workforce Acquisition and Inclusion (Lead) and Business Services, Employee Support Services	All districts and central office units	<ul style="list-style-type: none"> <li>• An increased number of candidates with disclosed disability</li> </ul>
8.3 Provide appropriate adjustments to the recruitment and selection process for candidates with a disclosed disability.	Diversity Generic	End Dec 2016	Corporate Services, BS - Employee Support Services (Lead) and HR - WSP, Workforce Acquisition and Inclusion	All districts and central office units	<ul style="list-style-type: none"> <li>• An increased number of adjustments provided for candidates with disclosed disability</li> </ul>

9. FACS employee retention practices are inclusive and accessible.

Actions	Approach	Time Frame	Lead	Support and Implementation	Success Indicators
<p>9.1 Ensure information accessibility in all future FACS change processes and reforms. Commencing in December 2015 and continuing for the life of the plan.</p>	<p>Diversity Generic</p>	<p>End Dec 2019</p>	<p>All divisions</p>	<p>All districts and central office units</p>	<ul style="list-style-type: none"> <li>• Change process and reform information is accessible by all FACS employees and the FACS workplace is becoming progressively more inclusive</li> </ul>
<p>9.2 Evaluate and continually improve the new 'role and workforce adjustment' process and documentation, including monitoring and evaluation of turn-around times for adjustment requests. Commencing in December 2015 and continuing for the life of the plan.</p>	<p>Diversity Generic</p>	<p>End Dec 2019</p>	<p>Corporate Services, HR - ER, Workforce Safety and Wellbeing</p>	<p>All districts and central office units</p>	<ul style="list-style-type: none"> <li>• Existing employees with disability continue to choose to work for FACS</li> </ul>
<p>9.3 Work with the FACS Disability Employee Network (DEN) to determine if there are barriers to career progression for FACS employees with disability and if needed formulate and implement strategies to remove those barriers.</p>	<p>Diversity Generic</p>	<p>End Dec 2016</p>	<p>Corporate Services, HR - WSP, Workforce Acquisition and Inclusion</p>	<p>All districts and central office units</p>	<ul style="list-style-type: none"> <li>• Existing employees with disability continue to choose to work for FACS</li> </ul>

Actions	Approach	Time Frame	Lead	Support and Implementation	Success Indicators
<p>9.4 Set learning and development accessibility and standards and progressively work to ensure all learning and development being delivered to FACS employees is fully accessible in terms of:</p> <ul style="list-style-type: none"> <li>• All L&amp;D resources</li> <li>• face to face delivery</li> <li>• elearning</li> <li>• FACS Learning Management System (LMS)</li> <li>• other L&amp;D online sites and customer service systems</li> <li>• venues/training rooms.</li> </ul>	Diversity Generic	End June 2016	Corporate Services, HR - OD, Learning and Development	All districts and central office units	<ul style="list-style-type: none"> <li>• Existing employees with disability continue to choose to work for FACS and learning and development is fully accessible to all FACS employees</li> </ul>

## 6.4 Improve access to mainstream services

People with disability can find systems and processes hard to navigate when seeking support and services. Some of the challenges stem from frontline employee's lack of awareness of the needs of people with disability; systems and processes that do not support accessibility and inclusion; and the lack of accessible options for people to choose from when communicating, accessing information, or providing input or feedback.

*“Having the information I need to do my role in an accessible format allows me to maximise my contribution and effectiveness in the workplace. It means I am independent and able to complete and be responsible for my daily work with minimal reliance on or disruption to, my work colleagues. While my work colleagues are always happy to assist me, they have their own work and responsibilities. Work related information in an accessible format says to me that my contribution matters and is valued”.*

Colin Jensen  
Senior Policy Officer  
Ageing Disability and Home Care

The table which follows details the initial actions we will take to support improved access to mainstream services.

Table IV. Improving access to mainstream services through better systems and processes

10. Information Communication Technology (ICT) and online sites are accessible.

Actions	Approach	Time Frame	Lead	Support and Implementation	Success Indicators
10.1 Identify relevant IT accessibility standards for FACS (systems, hardware and software), determine our current level of compliance and develop and implementation plans to raise compliance to the standard.	Diversity Generic	End June 2016	Corporate Services, ICT (Lead) and Business Services, Technology Operations	All districts and central office units	<ul style="list-style-type: none"> <li>Standards set, compliance determined and plans progressively implemented</li> </ul>
10.2 Ensure all IT updates and roll-outs include user testing for accessibility and employees with disability are consulted. The specialist training needs of employees with disability are considered in all ICT roll-outs and updates.	Diversity Generic	End June 2016	Corporate Services, ICT (Lead) and Business Services, Technology Operations	All districts and central office units	<ul style="list-style-type: none"> <li>All user testing for IT updates and roll-outs considers the needs of employees with disability and specialist training is provided if required</li> </ul>
10.3 Encourage other agencies to adopt 'whole of Government' IT accessibility standards. Commencing in December 2015 and continuing for the life of the plan.	Diversity Generic	End Dec 2019	Corporate Services, ICT (Lead) and Business Services, Technology Operations	All districts and central office units	<ul style="list-style-type: none"> <li>Increases in the percentage IT standards that are now agreed as 'whole of Government' or 'cross agency'</li> </ul>
10.4 Complete a feasibility study to identify logistical requirements, costs and a prioritised roll-out schedule for WIFI to be made available on FACS	Diversity Generic	End Dec 2016	Corporate Services, ICT (Lead) and Business Services,	All districts and central office units	<ul style="list-style-type: none"> <li>Feasibility study complete</li> </ul>

Actions	Approach	Time Frame	Lead	Support and Implementation	Success Indicators
premises and offices (especially receptions/contact centres/CSCs).			Technology Operations		<ul style="list-style-type: none"> <li>• Priority roll-out complete (funding permitting)</li> </ul>
<p>10.5 Identify relevant accessibility standards for FACS for all published information (Internal and external web pages and linked documents). Funding permitting, work towards full accessibility of all internal and external sites and documents inline with the 'Digital Consolidation Program of Work. Commencing in December 2015; with targets and milestones being developed as part of the 'Digital Consolidation Program of Work'.</p>	Diversity Generic	End June 2016	Service Reform and Policy, MACS, Digital (lead) and Corporate Services, HR - OD	All districts and central office units	<ul style="list-style-type: none"> <li>• Increases in the percentage of accessible pages and documents on the: <ul style="list-style-type: none"> <li>○ FACS internet</li> <li>○ FACS intranet</li> <li>○ FACS LMS - Learning Management System and</li> <li>○ other FACS sites</li> </ul> </li> </ul>
<p>10.6 Identify relevant accessibility standards for FACS for all published video content. Funding permitting, work towards full accessibility of all video resources, inline with the 'Digital Consolidation Program of Work. Commencing in December 2015; with targets and milestones being developed as part of the 'Digital Consolidation Program of Work'. Organisational Development (OD) to work with MACS re the compliance of the FACS LMS and OD video resources.</p>	Diversity Generic	End Dec 2019	Service Reform and Policy, MACS, Digital (lead) and Corporate Services, HR - OD	All districts and central office units	<ul style="list-style-type: none"> <li>• Increases in the percentage of accessible published video available through FACS sites</li> </ul>

11. Assistive technologies are provided to employees as needed.

Actions	Approach	Time Frame	Lead	Support and Implementation	Success Indicators
11.1 Provide assistive technology solutions for FACS employees with disability. Ongoing for the life of the plan.	Disability Specific	End Dec 2019	Corporate Services, ICT (Lead) and Business Services, Technology Operations	All districts and central office units	<ul style="list-style-type: none"> <li>• Ongoing provision of assistive technology within reasonable timeframes</li> </ul>
11.2 Maximise the value of assistive technologies available to FACS employees, through: <ul style="list-style-type: none"> <li>• Increases to the portability of assistive technologies</li> <li>• Maximise the functionality available through prompt access to upgrades</li> <li>• FACS to take the lead to create a 'Whole of Government' Assistive technology 'sandpit' to identify technology improvements that could better meet the needs of people with disability. Partner with major IT vendors where possible.</li> </ul>	Disability Specific	End Dec 2017	Corporate Services, ICT (Lead) and Business Services, Technology Operations	All districts and central office units	<ul style="list-style-type: none"> <li>• Increases in the transportability and functionality of assistive technology for FACS employees</li> <li>• Identify opportunities for assistive technology innovation</li> </ul>
11.3 Information Communication Technology (ICT) to liaise with the DEN to identify challenges employees with disability are experiencing regarding IT support and formulate and implement solutions.	Disability Specific	End Dec 2016	Corporate Services, ICT (Lead) and Business Services, Technology Operations	All districts and central office units	<ul style="list-style-type: none"> <li>• Challenges identified and resolved</li> <li>• Support escalation path established if needed for people with disability</li> </ul>

12. Progressively increasing levels of document accessibility across FACS.

<b>Actions</b>	<b>Approach</b>	<b>Time Frame</b>	<b>Lead</b>	<b>Support and Implementation</b>	<b>Success Indicators</b>
12.1 Set FACS changeover date from which all new documents must comply with the adopted accessibility standard.	Diversity Generic	End June 2016	Service Reform and Policy, MACS, Digital (lead) and Strategic Comms (templates only)	All districts and central office units	<ul style="list-style-type: none"> <li>• Changeover date set and communicated</li> </ul>
12.2 Create a suite of accessible Microsoft templates that comply to the FACS document accessibility standard and support the changeover to accessible documentation.	Diversity Generic	End June 2016	Service Reform and Policy, MACS, Strategic Comms (templates only)	All districts and central office units	<ul style="list-style-type: none"> <li>• Suite of accessible templates launched and in use</li> </ul>
12.3 Information Communication Technology (ICT) to work with MACS to identify and 'switch on' desirable accessibility functionality in the Microsoft Office applications, ensuring the tool's functionality is working without issue before launch.	Diversity Generic	End Dec 2016	Service Reform and Policy, MACS and Corporate Services, ICT	All districts and central office units	<ul style="list-style-type: none"> <li>• Agreed Microsoft accessibility support tools available</li> </ul>
12.4 Ministerial and Communication Services (MACS) to work with Learning and Development (L&D) to create accessible foundation/refresher elearning and a more advanced face-to-face development (using an external provider for delivery) and follow through with an initial roll-out (funding permitting). With an additional support person on staff for a six month period, support the transition.	Diversity Generic	End Dec 2016	Service Reform and Policy, MACS and Corporate Services, HR - OD	All districts and central office units	<ul style="list-style-type: none"> <li>• elearning re document accessibility launched/in use and face to face development is being rolled out.</li> </ul>
12.5 Complete an annual audit of information accessibility (Internal and external web pages and linked documents), funding permitting.	Diversity Generic	End Dec 2019	Service Reform and Policy, MACS	All districts and central office units	<ul style="list-style-type: none"> <li>• Progressive improvements in the annual accessibility audit results</li> </ul>

13. Key reform and initiative information is accessible (websites and documents).

Actions	Approach	Time Frame	Lead	Support and Implementation	Success Indicators
13.1 Test and update the accessibility of the word version of FACS Performance Development Plan (PDP) and provide Braille copies of information if needed. Consider the possibility of inclusion of the PDP into the Human Capital Management system being considered to increase accessibility (2017/2018).	Diversity Generic	End Dec 2018	Corporate Services, Learning and Development	All districts and central office units	<ul style="list-style-type: none"> <li>• PDP offered in accessible Word document format</li> <li>• PDP included in to the new Human Capital Management system</li> </ul>
13.2 Require all key FACS reforms and initiative information and processes to meet the FACS accessibility standard and provide Braille copies of information if needed. Ongoing for the duration of the plan.	Diversity Generic	End Dec 2019	All divisions	All districts and central office units	<ul style="list-style-type: none"> <li>• Accessible information provided for all FACS reforms and initiatives from December 2015 onwards</li> </ul>
13.3 Externally upgrade high-priority documents to meet the accessibility standard where possible (funding dependent).	Diversity Generic	End Dec 2016	All divisions	All districts and central office units	<ul style="list-style-type: none"> <li>• High priority documents upgraded (funding permitting)</li> </ul>

## 6.5 Improve organisational data to inform planning and decision making

To inform our planning so we meet the needs of our clients and employees and the broader community, we need to base our decision-making on evidence. At present, we don't have sufficient data about our employees with disability to be able to form a picture of our workforce that we can use for planning and decision-making.

If we want to increase our response rates when collecting data about employees who might fear they'll be disadvantaged against if they share personal information, we must collect the data anonymously. By collecting anonymous data and using a survey tool that focuses on what employees need to do their role, instead of labelling employee groups we hope to create an environment where it is safe to share personal information and all employees play an active role in helping their organisation plan to ensure everyone is supported going forward.

*“When work places are “disability friendly” the need for individuals to be classified or labelled is reduced. This need to identify individuals as having a disability will become redundant when individual differences are seen as just part of the diversity which forms and makes Australian society great. Just like the general population, people with disability have a diverse range of needs and expertise that they can offer as employees and colleagues”.*

Richard Hoare  
ADHC Service Support Analyst  
Burwood

The table which follows details the initial actions we will take to secure improved data that will inform planning and decision-making going forward.

Table V. Improve organisational data to inform planning and decision making

14. Inclusive workforce decision-making and planning.

<b>Actions</b>	<b>Approach</b>	<b>Time Frame</b>	<b>Lead</b>	<b>Support and Implementation</b>	<b>Success Indicators</b>
14.1 Identify and combine existing employee data sources to maximise available workforce data and fill data gaps where possible.	Diversity Generic	End Dec 2016	Corporate Services, Workforce Strategy and Planning	All districts and central office units	<ul style="list-style-type: none"> <li>Existing data identified and consolidated</li> <li>Strategies to secure more comprehensive employee data have been formulated and implemented.</li> </ul>
14.2 Investigate strategies to secure more comprehensive and accurate employee data re diversity and employee needs.	Diversity Generic	End Dec 2016	Corporate Services, Workforce Strategy and Planning	All districts and central office units	Not Applicable

15. Inclusive workforce and client solutions.

<b>Actions</b>	<b>Approach</b>	<b>Time Frame</b>	<b>Lead</b>	<b>Support and Implementation</b>	<b>Success Indicators</b>
15.1 Engage and consult with disability peak bodies to gather information and better understand the abilities and needs of people with different types of disability. Completed by a working group that reports to the FACS Diversity Committee. Commencing in 2016 and continuing during the life of the plan.	Disability Specific	End Dec 2019	FACS Diversity Working Group	All districts and central office units	<ul style="list-style-type: none"> <li>A range of disability peaks have been consulted and information to better meet the needs of people with different types of disability has been circulated</li> </ul>

## 7. Consultation and engagement

By continuing to consult and engage with people with disability, we're better able to focus our actions and strategies on the needs of our employees and clients and of the broader community. It is imperative we respect people with disability in relation to their lived experience, empower them to influence their life direction, and encourage them to fully participate so we can identify barriers and propose solutions.

To formulate the DIAP actions, we adopted the approaches of co-design and collaboration and used facilitators who were co-design experts. We conducted co-design workshops at the beginning of the action-formulation process, and when we were developing the actions, we maintained a spirit of involvement, partnership and collaboration so the commitments reflected the hopes and concerns of all community members.

*“I enjoyed every moment at both co-design workshops at FACS. This was more than just an exercise: we discussed things in depth and learnt a lot about the big and little things we can do to improve community plans for everyone with a disability. The workshops included a wide range of people, including people with disability – which was so important”.*

Carleeta Mansen  
Co-design workshop participant representing Deaf/Blind Association

## 7.1 A summary of our consultation activities

When we were developing the DIAP, we:

- held individual meetings with people with disability as well as with members of disability-sector peak bodies and representative organisations including people with disability from culturally and linguistically diverse backgrounds and Aboriginal and Torres Strait Islander backgrounds.
- invited 22 disability-sector peak bodies to consult with us – 86 per cent of the peak bodies accepted the invitation and chose to give their input either by attending co-design workshops or completing an online survey so we could establish which actions to prioritise and which disability needs are specialised
- conducted three co-design workshops in which we focused on the needs of various groups of people with disability, via:
  - an Out-of-Home Care client group
  - a Social Housing client group
  - an employee group.

We then fed both the information we'd gathered and a suite of draft actions into a second series of 'action refining' workshops about:

- recruitment accessibility
- procurement as a tool for promoting inclusion
- environmental accessibility in relation to workplaces and client accommodation
- IT accessibility in relation to IT systems, hardware and software
- digital and document accessibility.

We then refined and finalised the draft actions we'd sourced during the co-design workshops and included them as actions in the plan. When we were developing and refining the actions, we also focused on service accessibility and culture as well as attitudes and behaviours.

The DIAP Steering Committee then reviewed and approved the draft plan and the actions it contained, so employees of our divisions and districts, the Disability Council of NSW, and a number of disability-sector peak bodies and representative organisations could formally review it.

In Appendix 4, we include a list of the organisations and people we included in our processes of consultation, engagement, reviewing and approval.

## 7.2 Planning for ongoing consultation and engagement

The FACS DIAP isn't a stand-alone document we're developing and intending to shelve; it's a dynamic document we will review regularly and update twice a year.

In responding to our online survey, the members of the disability-sector peak bodies and representative organisations stated they prefer us to consult and engage with their groups on an ongoing basis. In their responses, they identified the following preferences for engagement and for keeping in contact with their groups' members by using vehicles that are already in place to:

- attend conferences, festivals and/or annual events.
- participate in workshops.
- access a website.
- read and/or contribute to a newsletter.
- access a Facebook account.
- access a Twitter account.
- engage with the other members of a 'community of practice'.
- use a system for recording their members' issues and complaints and be able to pass the information on to any agencies as relevant.

To help us engage with their groups' members on an ongoing basis, the survey respondents also stated the following preferences:

- maintain a 'whole of state government' approach to adoption of state-wide initiatives.
- complete surveys.
- attend meetings.
- participate in existing groups or forums of disability-sector peak bodies and representative organisations.
- engage as an individual by using e-mail and other communication methods.
- participate in existing programs.

The FACS DIAP Implementation Committee comprises representatives from all divisions and as of December 2015 will meet on a quarterly basis to:

- encourage the divisional employees to follow through on their commitment to the actions
- encourage the employees to continue consulting and engaging with people with disability
- monitor and track the DIAP actions
- report about how the employees are progressing with and achieving the actions

- undertake an internal review twice a year to adjust the actions as necessary
- mitigate risk as necessary
- maintain a 'whole of state government' approach to standards.

## 8. Executive sponsorship

The DIAP's development was sponsored by Mr Jim Longley, Deputy Secretary – Ageing, Disability and Home Care. Mr Longley chaired the FACS DIAP Steering Committee, the members of which both led and guided the plan's development.

As our executive sponsor for developing the plan, Mr Longley:

- championed organisation-wide inclusion planning
- assumed overall accountability for decisions in relation to both resourcing and planning
- committed to driving the process for planning the inclusion actions
- facilitated all liaison between members of the FACS Executive.

Implementation of the FACS DIAP will be sponsored by a series of divisional deputy secretaries, each of whom will sponsor the implementation for a year. As a member of the FACS Executive, each deputy secretary will chair the FACS DIAP Implementation Committee. The person to take up the position for 2016, is Ms Maree Walk, Deputy Secretary Programs and Service Design.

As our 2016 executive sponsor for implementing the plan, she will:

- champion:
  - the FACS Executive's involvement in implementing the plan
  - organisation-wide inclusion planning
  - ongoing consultation and engagement with people with disability
- be committed to driving how we implement the plan.

## 9. Implementation - governance and accountability

Each division's deputy secretary will be accountable for the implementation of their division's DIAP actions. Each deputy secretary will monitor and report about their actions' progress and achievement twice a year.

When we're implementing the actions in the plan, the FACS DIAP Implementation Committee and the FACS Diversity and Inclusion Working Group will have an important role in both coordination and governance.

DIAP actions can easily be connected with the NSW public sector's Capability – Value Diversity, providing the opportunity for a performance objective in each employee's Performance Development Plan (PDP) focusing on diversity and contributing to completion of DIAP actions. All FACS employees up to and including the secretary and deputy secretaries will be asked to complete the actions for their division as part of their yearly performance plan.

By incorporating the DIAP actions in our employee PDPs, we will be better able to shift our employees' attitudes and types of behaviour in relation to disability, and by forming this linkage, we will meet the requirement that we use our governance and accountability structures to directly link disability-inclusion planning, implementation and reporting to public authorities' executives.

- Accountability at all levels will be facilitated through the following mechanisms:
  - Secretary - Annual Report
  - Deputy Secretaries - Bi-annual FACS Executive Cluster Board meetings
  - Executive Directors - District Customer Council
  - All employees - DIAP related Performance Objective in Performance Development Plan (Value Diversity capability)
- Reporting of DIAP action progress and completion will be through the following groups and documents:
  - Quarterly DIAP Implementation Committee
  - Quarterly 'traffic-light' update - District Customer Council and Quarterly Business Reviews
  - Bi-annual report to the FACS Executive Cluster Board
  - FACS Annual Report
- In December 2015, we formed the FACS DIAP Implementation Committee to both oversee how employees at organisational and divisional level complete the actions and coordinate the reporting of how the employees have completed the actions. The Implementation Committee will meet on a quarterly basis.

- Also in December 2015, we formed the FACS Diversity and Inclusion Working Group to coordinate each diversity area's requirements and standards and when possible combine them into one diversity standard that employees working in any diversity area will be able to apply while implementing the plan. Employees will consequently be able to both implement the plan more efficiently and adopt a fully inclusive approach to implementing it. The Diversity and Inclusion Committee will meet on a quarterly basis.

# 10. DIAP timeline

The plan has been developed in line with the following timeline:

- April 2015 - Review of DIAP requirements
- April – June 2015 – Literature and best practice review
- July 2015 – Online survey for disability peak bodies
- August 2015 – Co-design and action refining workshops
- September 2015 – Review and progress drafts incorporating feedback from stakeholders
- September and October 2015 – DIAP formal review
- October 2015 – Endorsement of final draft of the plan by the DIAP Steering Committee
- November 2015 – Final discussions with stakeholders and checking of document accessibility
- December 2015 – Launch of FACS DIAP

We'll be implementing the FACS DIAP over the four years from 2015 to 2019. The timeframe indicated with each action reflects the targeted sequence of action completion.

Additionally, during the 2015 - 2019 period, actions will be monitored and reported through the following management groups and reports:

- Quarterly DIAP Implementation Committee
- Quarterly Diversity and Inclusion Committee
- Quarterly District Customer Council
- Bi-annual report to the FACS Executive Cluster Board
- FACS Annual Report

# 11. Plan promotion and communication

On 3 December 2015, the FACS DIAP will be launched state wide by the Honourable John Ajaka, Minister for Disability Services, as part of a joint NSW-agency launch. At the same time:

- Our secretary Mr Michael Coutts-Trotter co-launched the DIAP within FACS, by way of the internet and our intranet
- we lodged a copy of the plan with the Australian Human Rights Commission
- we presented a copy of the plan to the Disability Council NSW.

To both maximise the benefits gained from any significant launch activities and avoid having the launch conflict with any initiatives being launched at the same time, we agreed we'd publicly release the DIAP on 3 December 2015 and undertake follow-up promotional activities during the first half of 2016. To achieve maximum impact, we will coordinate the activities with our education campaign and data-collection activities.

Employees in Ministerial and Communication Services are developing a communication plan to be released in early February 2016.

The DIAP is available to our clients and employees and the broader community via both the internet and our intranet.

We've used accessible writing styles and formats to produce all the DIAP documents and used assistive technologies to test them.

## 12. Our campaign of awareness raising and education

By conducting our campaign of awareness raising and education regarding disability, diversity and inclusion, we will encourage our employees to support inclusivity and consciously choose positive attitudes and behaviours.

The campaign will feature the following components.

- An awareness-raising e-module for all our employees
- An awareness-raising e-module for all our managers
- A GSE-compliant e-module for our managers who hire and the members of our recruitment panels
- Face-to-face development for the members of our Executive and our divisional and district executives
- Possible inclusion of short videos
- Promotion of both the campaign and new FACS Diversity Awards
- An anonymous 'diversity' survey so we can collect better data

# 13. Risk mitigation

In the following table, we set out the risks we've identified the strategies for mitigating them and the party or parties responsible for the mitigation.

## 1. Actions not implemented.

Mitigation strategy	Responsibility
1.1 PDP performance objectives linked to the FACS DIAP actions for all FACS roles	Organisational Development
1.2 Deputy-Secretary endorsement of all divisional actions	Deputy-Secretaries
1.3 Creation of the FACS DIAP Implementation Committee (FDIC)	Committee Chair and Secretariat (Workforce Strategy and Planning)
1.4 Creation of a FACS Diversity Committee (FDC)	Committee Chair and Secretariat (Workforce Strategy and Planning)
1.5 FACS Diversity Awards	FACS Diversity Committee
1.6 A communication plan for maximising the take-up of the DIAP actions	Ministerial and Communication Services, and Workforce Strategy and Planning

## 2. Employees' and managers' lack of understanding that inclusion is a human-rights issue.

Mitigation strategy	Responsibility
2.1 A campaign for raising our employees' awareness and re-educating them in relation to disability, diversity and inclusion	Organisational Development, Learning and Development, and Workforce Strategy and Planning
2.2 The DIAP's linkage to the employee Performance Development Plan through PDP performance objectives	Organisational Development

3. Reduction of our workforce over the next four years leading to a possible reduction in the numbers of our employees with disability.

Mitigation strategy	Responsibility
3.1 Our Human Resources unit to both monitor the workforce reduction and support our employees who've shared that they have a disability, so that all our employees have the same access to information and opportunities	Human Resources

4. Our ability to change attitudes and types of behaviour.

Mitigation strategy	Responsibility
4.1 A campaign for raising our employees' awareness and education them in relation to disability, diversity and inclusion	Learning and Development, and Workforce Strategy and Planning
4.2 Our senior managers' commitment and leadership to completing actions within their own divisions	Deputy-Secretaries, Executive Directors and Directors

# 14. Monitoring, reporting and evaluation

## 14.1 Monitoring

To monitor how our employees and managers are completing the DIAP actions, we'll:

- have the FACS DIAP Implementation Committee (FDIC) meet on a quarterly basis
- have the FACS Diversity and Inclusion Working Group liaise with the divisions to promote a 'diversity generic' approach where indicated
- e-mail quarterly reminders to accountable units and/or people so we both reinforce deadlines and prompt action.

## 14.2 Reporting

To measure completion of actions:

- divisions will report quarterly about how their divisions have progressed or completed their actions and have the FACS DIAP Implementation Committee coordinate the reporting
- progress reports for the District Customer Council and Quarterly Business Reviews will include how complete the action is progressing 'by percentage complete' and feature a 'traffic light' visual of the action's status:
  - Green light: on track for completion by the deadline; no major issues
  - Amber light: a minor issue or delay that requires attention
  - Red light: issues that have an impact on successful completion by the deadline
  - Blue light: action completed
- new actions can be added to the Plan as needed
- the FACS annual report will include information about DIAP progress and actions completed.

## 14.3 Evaluation

To evaluate the actions:

- we will measure action outcomes against the success indicators as set out in the DIAP actions and obtain feedback from our employees and clients with disability about any 'action area' changes they've experienced
- include a short evaluation overview detailing FACS' performance overall when reporting bi-annually to the FACS Executive Cluster Board.

## 14.4 Promotion of best practice and achievements

To promote inclusive best practice and DIAP achievements:

- FACS Diversity Inclusion Awards will be created and awarded each year to acknowledge significant achievements
- Achievements and best practice will be celebrated through their publication in FACS and disability sector publications.

## 15. Resources and support

The resources we use to help our employees and managers complete the DIAP actions successfully are:

- divisional executive, managers and employees who are accountable for completing individual actions
- utilisation of DIAP funding, which the FACS Cluster Executive Board has approved
- our secretariat services for the FACS DIAP Implementation Committee (FDIC)
- our secretariat services for the FACS Diversity Working Group (FDWG).

\*NB: Secretariat services rotate across all divisions each year.

*“I may not be able to hear you, but I can see you and I can see what is happening out there. I interact with the world with my hands. No matter how we communicate or interact with each other, it’s important we all band together, to make a difference and to make reality what we once could only dream about. Together we work to create better opportunities and a more inclusive and supportive society. What we once thought was impossible is now possible”*

Craig Maynard  
Behaviour Support Practitioner  
Ageing Disability and Home Care

# 16. Appendices

- Appendix 1: Glossary of acronyms and abbreviations
- Appendix 2: Links to key documents
- Appendix 3: Research log
- Appendix 4: Consultation log
- Appendix 5: Useful links and resources

## 16.1 Appendix 1 - Glossary of acronyms

<b>Acronym or abbreviation</b>	<b>Definition</b>
ABS Action Plans	Australian Bureau of Statistics Disability Inclusion Action Plans
ADA	<i>Anti-Discrimination Act 1977 NSW</i>
AND	Australian Network on Disability
DAP	Disability Action Plan
DDA	<i>Disability Discrimination Act 1992 Commonwealth</i>
DIA	<i>Disability Inclusion Act 2014 NSW</i>
DIAP DIP	Disability Inclusion Action Plan Disability Inclusion Plan
DSA	<i>Disability Services Act 1993 NSW</i>
EEO	Equal Employment Opportunity
FACS	Department of Family and Community Services
FDC	FACS Diversity Committee
FDIC	FACS DIAP Implementation Committee
GSEA	<i>Government Sector Employment Act 2013 NSW</i>
HR	Human Resources
ICT	Information and Communications Technology
IT	Information Technology
NDIS NDS NIIC	National Disability Insurance Scheme National Disability Strategy 2010–20 NSW Interdepartmental Implementation Committee
PDP	Performance Development Plan
SAP	Systems Applications Products
SDAC	Survey of Disability, Ageing and Carers
UNCRPD	United Nations Convention on the Rights of Persons with Disabilities

## 16.2 Appendix 2: Links to key documents

[Disability Inclusion Act 2014 NSW](#)<sup>1</sup>

[National Disability Insurance Scheme](#)<sup>2</sup>

[NSW Disability Inclusion Plan](#)<sup>3</sup>

[National Disability Strategy](#)<sup>4</sup>

[Other Disability Inclusion Action Plans](#)<sup>5</sup>

[UN Convention on the Rights of Persons with Disabilities](#)<sup>6</sup>

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<sup>1</sup>[http://webcache.googleusercontent.com/search?q=cache:YA4jCsfS4H8J:https://www.adhc.nsw.gov.au/\\_data/assets/file/0018/300348/DIA-Factsheet-1-Overview-of-the-Act.pdf+%&cd=2&hl=en&ct=clnk&gl=au](http://webcache.googleusercontent.com/search?q=cache:YA4jCsfS4H8J:https://www.adhc.nsw.gov.au/_data/assets/file/0018/300348/DIA-Factsheet-1-Overview-of-the-Act.pdf+%&cd=2&hl=en&ct=clnk&gl=au)

<sup>2</sup><http://www.ndis.gov.au/>

<sup>3</sup>[http://webcache.googleusercontent.com/search?q=cache:7YWtP\\_QZy7IJ:www.facs.nsw.gov.au/reforms/developing-the-nsw-disability-inclusion-plan+%&cd=1&hl=en&ct=clnk&gl=au](http://webcache.googleusercontent.com/search?q=cache:7YWtP_QZy7IJ:www.facs.nsw.gov.au/reforms/developing-the-nsw-disability-inclusion-plan+%&cd=1&hl=en&ct=clnk&gl=au)

<sup>4</sup>[http://webcache.googleusercontent.com/search?q=cache:wWnv20UDVg4J:https://www.dss.gov.au/sites/default/files/documents/05\\_2012/national\\_disability\\_strategy\\_2010\\_2020.pdf+%&cd=3&hl=en&ct=clnk&gl=au](http://webcache.googleusercontent.com/search?q=cache:wWnv20UDVg4J:https://www.dss.gov.au/sites/default/files/documents/05_2012/national_disability_strategy_2010_2020.pdf+%&cd=3&hl=en&ct=clnk&gl=au)

<sup>5</sup><https://www.humanrights.gov.au/our-work/disability-rights/action-plans/register-disability-discrimination-act-action-plans>

<sup>6</sup><http://www.un.org/disabilities/convention/conventionfull.shtml>

## 16.3 Appendix 3: Research log

### Policy, legislation and literature review

#### International

- UN Convention on the Rights of Persons with Disabilities (UNCRPWD)

#### Commonwealth

- *Disability Discrimination Act 1992 Cwth (DDA)*
- *Disability Services Act 1986 Cwth (DSA)*
- *National Disability Insurance Scheme Act 2013 Cwth*

#### National

- Human Rights Commission website (other organisations' Disability Inclusion Action Plans)
- National Disability Insurance Scheme (NDIS)
- National Disability Strategy (NDS)
- NSW Public Sector Capability Framework

#### State

- *Anti-Discrimination Act 1977 NSW (ADA)*
- *Disability Inclusion Act 2014 NSW (DIA)*
- *Government Sector Employee Act 2013 NSW (GSEA)*
- NSW Disability Inclusion Plan (NSW DIP)

#### Agency: Family and Community Services

- Equity and Diversity Policy
- Guidelines for Flexible Work Arrangements
- Workforce Safety and Wellbeing Policy, incorporating the Reasonable Adjustment Procedures

#### Events

- Australian Human Rights Commission, Upholding the Rights of People with Disability in Policy and Project Work, 24 April 2015
- Australian Network on Disability (AND) annual conference, 19 May 2015
- Australian Network on Disability (AND) roundtable, 27 May 2015
- Australian Network on Disability (AND) roundtable, 24 June 2015
- Australian Network on Disability (AND), roundtable, 16 September 2015
- DIAP Development Workshop: Consultation, 23 April 2015

- DIAP Development Workshop: Employment, 21 May 2015
- DIAP Development Workshop: Business Case, 8 July 2015
- DIAP Development Workshop: Practical Actions, 18 September 2015

## 16.4 Appendix 4: Consultation log & Acknowledgements

### External

#### Individual meetings

- Australian Network on Disability
- NSW Disability Network Forum: 17 organisations

#### Online survey: disability-sector peak bodies and representative organisations

- Aboriginal Disability Network NSW
- Association of Blind Citizens of NSW Inc.

### Internal

- All FACS divisions
- FACS DIAP Steering Committee
- FACS DIAP Working Group
- FACS Disability Employee Network
- Carers Ageing and Disability Inclusion
- Richard Hoare, Chairperson, FACS Disability Employee Network
- Diana Qian, FACS employee
- Naomi Bolter, FACS employee
- Ebru Sumaktas – FACS employees
- Craig Maynard - FACS employee
- Colin Jensen - FACS employee

### Acknowledgements

- Rose Samuels – Lead, DIAP development and coordination
- Jenny Wilson – DIAP Development support
- Evan Solomons – DIAP development strategic support
- FACS DIAP Steering Committee members: Jim Longley (Chair), Sue West, Eugene McGarrell, Joan Lynch, Anne Campbell, Richard Hawkins, Brad Wotton, Mark Stevens, Richard Hoare, James Hulme, Penny Hood, Belinda Hutchinson, Evan Solomons
- FACS DIAP Working Group members: Rose Samuels (Chair), Marcus Devenish, Maria Katakis, Roslyn Gream, Inga Jacobson, Roselyn Singh.

## 16.5 Appendix 5: Useful links and resources

### Evidence base

- Australian Bureau of Statistics disability-data collections are available in the [Explanatory Notes](#)<sup>7</sup> page in ABS website.
- The NSW Public Service Commission has released a report in which it details the employment situation of people with disability in the NSW public sector: [Disabling the Barriers](#)<sup>8</sup>
- The Australian Human Rights Commission has produced an [overview of the history and aims of the Disability Discrimination Act 1992 Cwth](#)<sup>9</sup> in a series of publications.

### Physical access

- Standards Australia has written the following standards for people with disability to be able to access buildings:
- [AS 1428.1-2009](#)<sup>10</sup>: Design for access and mobility – General requirements for access – New building work
- [AS 1428.2-1992](#)<sup>11</sup>: Design for access and mobility – Enhanced and additional requirements – Buildings and facilities
- [AS 1428.3-1992](#)<sup>12</sup>: Design for access and mobility – Requirements for children and adolescents with physical disabilities
- [AS/NZS 1428.4.1:2009](#)<sup>13</sup>: Design for access and mobility – Means to assist the orientation of people with vision impairment – Tactile ground surface indicators
- [AS 1428.5-2010](#)<sup>14</sup>: Design for access and mobility – Communication for people who are deaf or hearing impaired
- On the website of the [Australian Human Rights Commission](#)<sup>15</sup> provides a range of resources about issues to do with disability and access, including information about access to premises and other resources.
- [Vision Australia](#)<sup>16</sup> has developed a set of guidelines, for improvement of access to public buildings for people with vision impairment.

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<sup>7</sup><http://www.abs.gov.au/ausstats/abs@.nsf/Lookup/4430.0Explanatory+Notes5002012>

<sup>8</sup><http://www.psc.nsw.gov.au/workplace-culture---diversity/equity---diversity/disability>

<sup>9</sup><https://www.humanrights.gov.au/our-work/disability-rights>

<sup>10</sup><http://infostore.saiglobal.com/store/Details.aspx?ProductID=1378917>

<sup>11</sup><http://infostore.saiglobal.com/store/Details.aspx?ProductID=227276>

<sup>12</sup><http://infostore.saiglobal.com/store/Details.aspx?ProductID=227283>

<sup>13</sup><http://infostore.saiglobal.com/store/Details.aspx?ProductID=1380327>

<sup>14</sup><http://infostore.saiglobal.com/store/Details.aspx?ProductID=1396046>

<sup>15</sup><https://www.humanrights.gov.au/publications/dont-judge>

<sup>16</sup><http://www.visionaustralia.org/?page=721>

- The [Australian Network on Disability](#)<sup>17</sup> website has information about evacuation procedures for people with disability.
- The [NSW Department of Premier and Cabinet](#)<sup>18</sup> provides information about inclusive event planning for people with disability.

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<sup>17</sup><http://www.and.org.au/pages/evacuation-procedures.html>

<sup>18</sup><http://www.events.nsw.gov.au/event-starter-guide/11-accessibility/themes/ceed/favicon.ico>

## Accessibility

- The W3C Guidelines for website design are available in their [website](#)<sup>19</sup>.
- [The Australian Human Rights Commission](#)<sup>20</sup> also provides guidelines for making websites accessible.
- [Vision Australia](#)<sup>21</sup> has produced a guide to adaptive technologies for people with vision impairment.

## Language

- [People with Disability Australia](#)<sup>22</sup> produced a guide to disability-related language.

## Employment

- The Australian Public Service Commission has produced a guide to including people with disability at the workplace: [Ability at Work – Tapping the talent of people with disability](#)<sup>23</sup>.
- The [NSW Department of Family and Community Services](#)<sup>24</sup> publishes information about employment of people with disability.
- [JobAccess](#)<sup>25</sup> supports employment of people with disability by providing information and advice for both people with disability and their employer.
- [Disability Employment Australia](#)<sup>26</sup> has collated resources about how to ensure a workplace is an inclusive and supportive environment for people with disability.

## Additional ‘consultation’ resources

- The Australian Government has produced a guide to inclusive consultation for people with disability: [Inclusive Consultation: A practical guide to involving people with disabilities](#)<sup>27</sup>
- Meetings and Events Australia has produced a guide to organising accessible events: [Accessible Events: A guide for meeting and event organisers](#)<sup>28</sup>

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<sup>19</sup><http://www.w3.org/>

<sup>20</sup><http://www.humanrights.gov.au/>

<sup>21</sup><http://www.visionaustralia.org/>

<sup>22</sup><http://pwd.org.au/library/guide-to-reporting-disability.html>

<sup>23</sup>[http://www.apsc.gov.au/\\_data/assets/pdf\\_file/0017/6452/abilityatwork.pdf](http://www.apsc.gov.au/_data/assets/pdf_file/0017/6452/abilityatwork.pdf)

<sup>24</sup>[http://www.adhc.nsw.gov.au/individuals/inclusion\\_and\\_participation/in\\_the\\_workplace/employing\\_people\\_with\\_disability](http://www.adhc.nsw.gov.au/individuals/inclusion_and_participation/in_the_workplace/employing_people_with_disability)

<sup>25</sup><http://www.jobaccess.gov.au/home>

<sup>26</sup><http://disabilityemployment.org.au/for-employers/disability-confident-workplaces/>

<sup>27</sup>[https://www.dss.gov.au/sites/default/files/documents/05\\_2012/ic.pdf](https://www.dss.gov.au/sites/default/files/documents/05_2012/ic.pdf)

<sup>28</sup>[http://www.meetingsevents.com.au/downloads/Accessible\\_Events\\_Guide.pdf](http://www.meetingsevents.com.au/downloads/Accessible_Events_Guide.pdf)

- The International Association for Public Participation provides several public-participation resources in the Resources section of its [website](#)<sup>29</sup>.
- [Privacy NSW](#)<sup>30</sup> has produced advice about privacy and people who have a disability in relation to making decisions: [Best practice guide: Privacy and people with decision making disabilities](#).
- The NSW Council of Social Service has produced a research [report](#)<sup>31</sup> entitled *Have Your Say – but How?* about improvement of public participation in New South Wales.
- Urbis - accessible consultations guide entitled *Accessibility Considerations in Hosting Consultations* – [sourcing link](#).
- The Victorian Department of Human Services [website](#)<sup>32</sup> has a guide for inclusive consultation and communication with people with disability.

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<sup>29</sup><http://www.iap2.org.au/favicon.ico>

<sup>30</sup>[http://www.ipc.nsw.gov.au/sites/default/files/file\\_manager/bpg\\_disability\\_2004.pdf](http://www.ipc.nsw.gov.au/sites/default/files/file_manager/bpg_disability_2004.pdf)

<sup>31</sup><http://ncoss.org.au/resources/141128-participation.pdf>

<sup>32</sup><http://www.dhs.vic.gov.au/favicon.ico>

## 16.6 Appendix 6: Existing efforts

### All Focus Areas

Sub-Area	Division	Unit	Initiative	Status	Timing
Engage & Consult	Corporate Services	Human Resources	Provision of secretariat services and support to the DEN.	Ongoing	Ongoing
Engage & Consult	SRP	Strategic Policy	DIP Action 3.3 FACS is leading 'Whole of Government' efforts to form Disability Employee Networks (DENs) in Government agencies state-wide.	Ongoing	Ongoing
Inform and support change	Corporate Services	HR Ops	FACS Disability Employee Network (DEN) support and secretariat services.	Ongoing	2014-2015
Plan to support change	All divisions	All units	Provide support and input into the FACS Disability Inclusion Action Plan and other agency or council DIAPs.	Complete	2015
Plan to support change	All divisions	All units	FACS Disability Employee Network (DEN).	Ongoing	2014-2015
Plan to support change	Corporate Services	HR Ops	DIAP Steering Committee and Working Group support and secretariat services.	Complete	2015
Plan to support change	Corporate Services	HR Ops	Coordinate the development of the FACS DIAP 2015-2019.	Complete	2015
Support NSW DIA	Strategic Policy	All units	Develop and support the implementation of the NSW Disability Inclusion Plan (NSW DIP).	Ongoing	Ongoing

Sub-Area	Division	Unit	Initiative	Status	Timing
Support NSW DIA	Strategic Policy	All units	DIP Action 4.1 FACS provides support and secretariat services to the 'Whole of Government' Disability Plan Implementation Committee established in 2014 to help develop the NSW DIP and will be reconvened in the second half of 2015.	In process	Ongoing
State-wide change	CS	Legal	Disability Inclusion Bill led by FACS legal and public consultation led to the commencement of the Disability Inclusion Act 2014.	Complete	2014

### Developing positive community attitudes & behaviours

Sub-Area	Division	Unit	Initiative	Status	Timing
Build capacity	Southern Cluster	ISD	Skill development programs for Aboriginal children (aged 0-8) and their families, building the capacity of Aboriginal Service providers.	Complete	2015
Implement & promote change	All divisions	All units	Implement and promote ongoing implementation of Disability Inclusion Plans (DIPs).	Complete	2014
Implement & promote change	SRP	Strategic Policy	Co-development with the Australian Human Rights Commission and 'Whole of Government' pilot roll-out of a disability learning and development resource.	Commenced	2015-2018
Inclusive practice	ADHC	Community Access	ADHC Intranet pages and e-Learning to raise awareness of neurological conditions and acquired brain injury - target group is frontline staff and carers.	Complete	2015
Inclusive practice	ADHC	Strategic Change	Review of the FACS Complaint Handling policy and guidelines for ageing and disability direct services.	Ongoing	2015

Sub-Area	Division	Unit	Initiative	Status	Timing
Inclusive practice	ADHC	Strategic Change	Establish the relationship between the FACS Service Charter review and the ADHC Service Charter, which outlines the standard of service that people with disabilities, their families and carers can expect from ADHC.	Ongoing	2015-2016
Inclusive practice	Northern Cluster	Northern NSW	Engage mainstream services at the local level to increase understanding of their requirements under the Act.	In process	2016
Inclusive practice	Northern Cluster	Northern NSW	Ensure that the principles and obligations of the Disability Inclusion Act are upheld by District staff, funded NGOs and other NSW government agencies through high level awareness and strategy building.	In process	Ongoing
Inclusive practice	Programs and Service Design	Office of Senior Practitioner	Practice First Model - Group Supervision meetings allow practitioners to invite professionals with relevant expertise to share information as it relates to disability. The structure of these sessions encourages practitioners to scrutinise and challenge assumptions made about a family and engage in a balanced assessment of families and children with disabilities. The session then uses the wisdom of the team and consultants to develop ongoing plans for family safety.	Ongoing	Ongoing
Inclusive practice	PSD	Design, Innovation, Safety and Permanency	Online guidelines to guide practice: <ul style="list-style-type: none"> <li>• Auslan (deaf) interpreter - effective use of interpreters</li> <li>• Leaving care program guidelines - ADHC and Community Services</li> <li>• Joint practice guidelines - working with children with a disability.</li> </ul>	Complete	Complete

Sub-Area	Division	Unit	Initiative	Status	Timing
Inclusive practice	PSD	Office of Senior Prac.	The 'Shining a light on Good Practice in NSW' report contains stories that highlight best practice when working with families with disability. The report is distributed to more than 1,200 FACS staff and external stakeholders including NGOs, academics, and peak bodies and is promoted via social media. The stories are used in the FACS Caseworker Development Program, staff training.	Ongoing	Ongoing
Inclusive practice	PSD	Office Senior Prac.	Research unit to assist with training parents and children with disability and a supporting website. This research will support recommendations made in relation to parents and children with disability and how this may influence significant child protection dynamics, e.g. Domestic Violence, Mental Health, Alcohol and Drug use.	Ongoing	Ongoing
Inclusive practice	PSD	Office Senior Prac.	Consult and use contemporary research when crafting reviews, training and other reports relating to parents and children with disability, informing practice considerations or recommendations.	Ongoing	Ongoing
Inclusive practice	PSD	Office Senior Prac.	<i>iPractice</i> , a website for FACS child protection workers including links to practical resources, interactive activities and videos and research.	Ongoing	Ongoing
Inclusive practice	PSD	Office Senior Prac.	Holistic assessments that considers the role of carer and child's disability . Information and training web links for staff and for carers.	Ongoing	Ongoing

Sub-Area	Division	Unit	Initiative	Status	Timing
Inclusive practice	PSD	OSP	Care and Protection Practice Standards - encourages practitioners to remain curious and open minded around the role and influence of disability in child protection and ways to partner the family in finding supports for child safety.	Ongoing	Ongoing
Inclusive practice	PSD	Service Sys. Comm.	NSW Disability Network Forum - a group of 17 disability peaks and representative groups and the NSW HACC Statewide project. These projects are auspiced by NCOSS.	Ongoing	Ongoing
Inclusive practice	Southern Cluster	SESD	Collaboration will occur with Aboriginal Ability Linkers to ensure Aboriginal people with disability receive culturally appropriate services.	In process	Ongoing
Inclusive Communities	ADHC	Community Access	Transition to school resource - community access and Early Childhood Intervention Australia (NSW Chapter) (ECIA NSW) website resource to support families and the education sectors to simplify the transition to school for children with disability and their families.	Complete	Ongoing
Inclusive Communities	ADHC	System Dev. & Reform	PIF is a professional development solution for non-practitioners and practitioners who provide behaviour support services to people with disability and their support network. PIF includes e-Learning, workshop training packages, participant manuals, appraisal documents and webinars which is available online.	Ongoing	Ongoing
Inclusive Communities	ADHC	Community Access	Social Inc. - Community access and Cerebral Palsy Alliance website resource for school aged adolescent/youths with disability in NSW schools. Building mainstream schools to be more inclusive for young people with disability.	in progress	Until June 2016

Sub-Area	Division	Unit	Initiative	Status	Timing
Increased participation	LAHC	Renewal	In Campbelltown, Macarthur Disability Services (MDS) Community Access: <ul style="list-style-type: none"> <li>• provide a free venue for health/wellbeing and inclusionary activities for MDS clients</li> <li>• offers places on their board for people with disability with two existing board members having disability</li> <li>• mentoring and support to board members having difficulty</li> <li>• offers volunteer roles for those with intellectual and physical disabilities in our community</li> <li>• offer roles on the Community reference groups and attendance at our BANC meetings to encourage all people to have their say in the community</li> </ul>	Ongoing	Ongoing
Increased participation	NC	HNED	Support people with a disability to actively participate in the community.	In process	2015-2016
Increased participation	WC	WSD	Partnering with local councils to promote International Day of Disability to promote an understanding of people with disability and encourage support for their dignity, rights and well-being.	In process	2015-2016
Increased participation	WC	WSD	Partnering with the University of Western Sydney to better identify barriers preventing people with disability participating in daily life.	In process	2015-2016
Safety	SRP	Strategic Policy	FACS is leading initiatives to prevent and address abuse against older people including the 'Elder Abuse Helpline' and the 'Get it in Black and White' Campaign providing better safeguards.	Commenced	Ongoing

Sub-Area	Division	Unit	Initiative	Status	Timing
Support accessibility	ADHC	Community Access	Surf Life Saving project. Increasing accessibility for people with disability to beach precincts in Waverly Council, Newcastle Council and Bega Valley Council. In addition, a grants program helps local businesses to be more accessible to people with disability.	In progress	2015-2016
Support NDIS	ADHC	NDIS ISD	Report on the trial of the NDIS in the Hunter, NSW. July 2013- December 2014.	Complete	2014
Support NDIS	ADHC	NDIS ISD	Strategy developed for communication of the NDIS to people with disability, their families and carers.	Commenced	2015-2018
Support NDIS	ADHC	NDIS Implement.	Disability related information and resources on ADHC intranet.	Ongoing	Ongoing
Support NDIS	ADHC	NDIS ISD	Promotion of online resources on the Working Together website ( <a href="http://www.workingtogether.facs.nsw.gov.au">www.workingtogether.facs.nsw.gov.au</a> ).	Ongoing	Ongoing
Support NDIS	ADHC	System Dev. & Reform	Ambassadors and Champions Program and Supported Decision-Making. Provides developmental safeguards for people with disability by increasing decision-making capacity to exercise choice and control and to transition to individualised funding arrangements and the NDIS.	Ongoing	Until June 2016
Support NDIS	ADHC, SRP	NDIS ISD & Strat. Policy	NDIS 101 - Public awareness campaigns including provider forums.	Commenced	2015-2018
Support service choice	ADHC	Community Access	The Direct Payment Agreement empowers people with disability to act as a direct consumer/purchaser/employer in relation to accessing their disability supports.	Ongoing	2014 & ongoing
Supporting carers	SRP	Strategic Policy	Implement the NSW Carers Strategy, a five year plan to improve the position of carers in NSW.	Commenced	2014-2019

Sub-Area	Division	Unit	Initiative	Status	Timing
Supporting carers	SRP	Strategic Policy	During Carers Week promotion of the enormous contribution of carers, including the provision of \$150,000 to Carers NSW to administer grants for local carers events in Carers Week and the NSW Carers Awards.	Ongoing	Ongoing

### Creating liveable communities

Overarching outcome	Division	Unit	Initiative	Status	Timing
Accessible client accom.	ADHC	NDIS Implement.	Protocol developed ensuring that NSW Fire and Rescue are aware and fully informed of residences where there are people with disability.	In process	2015
Accessible client accom.	ADHC	Community Access	The Disability Housing and Support Initiative aims to create opportunities for people with disability to access affordable housing.	In process	Till end June 2016
Accessible client accom.	LAHC	Assets	Disability Housing and Support Initiative (DHASI) Home Modification Scheme assists people with disability to sustain their tenancies . For clients living in LAHC and AHO owned properties that are managed by FACS-Housing. The agreement provides 125 packages across NSW so LAHC can directly undertake minor disability modifications for social housing priority approved clients.	In process	3 years: 2013/14-2015/16
Accessible client accom.	LAHC	Projects	LAHC' Projects unit is currently designing and building 126 Group Homes for ADHC which will be occupied by 630 people with severe disabilities. 43 have been completed and handed over, another 83 will be completed in 2015/2016. Our Team has extensive	In process	3 years: 2013/14-2015/16

Overarching outcome	Division	Unit	Initiative	Status	Timing
			consultation with stakeholders and the people who manage the facilities.		
Accessible client accom.	LAHC	Assets	Disability Modifications Policy - LAHC builds or refurbishes properties so that they are suitable for people with disabilities.	Ongoing	Ongoing
Accessible client accom.	LAHC	Projects	LAHC aims to construct up to 50% of new housing with 'Liveable Housing' features incorporating elements to make homes easier to enter, safer to move around in and adaptable when people's needs and abilities change.	Ongoing	Ongoing
Accessible client accommodation	ADHC	Community Access	Supported Accommodation Evaluation Framework - a support for service providers interested in improving accommodation support services for people with disability.	Complete	2014
Community Participation	ADHC	Community Access	Community Participation. Life Skills Employment and Respite, State-wide funded service providers. The Community Participation (CP) Program assists young people with disability to develop the skills they need to work towards their goals, increase their independence and participate as valued and active members of the community.	Ongoing	Ongoing

Overarching outcome	Division	Unit	Initiative	Status	Timing
Community Participation	ADHC	Community Access	Post School Programs Early Late Entries. For people who have missed the school leaver process or where school is no longer a viable option. Also creates liveable communities for those allocated Community Participation.	Ongoing	Ongoing
Disability Inclusion Plan (DIP)	SRP	Strategic Policy CADI	DIAP Action 2.1 - FACS supports 'Whole of Government' efforts to create 'age friendly and liveable communities' competition (local community grants).	In process	2015
Disability Inclusion Plan (DIP)	SRP	Strategic Policy CADI	DIP Action 2.2 - FACS supports 'Whole of Government' coordinated planning for access and inclusion.	In process	2015
Engage & Consult	Corporate Services	Human Resources	Provision of secretariat services and support to the FACS Disability Employee Network (DEN)	Complete	Ongoing
Engage & Consult	Northern Cluster	NNSWD	Implement strategies to ensure linkages to the District Engagement Framework.	In process	2016
Engage & Consult	Northern Cluster	CCD	Participate with the District operations teams, NGO service providers and others in planning and co-design responsive services to meet local needs.	In process	Ongoing
Engage & Consult	Northern Cluster	CCD	Utilise targeted consultation mechanisms with specific groups on program and service design on changes that may impact them.	In process	Ongoing
Engagement & Consultation	Western Cluster	NBMD	FACS and NDIA are presenting jointly at forums and further consultations to engage with people with disabilities, families/carers and the NGO sector. These are currently being undertaken and will be ongoing.	Ongoing	2018

Overarching outcome	Division	Unit	Initiative	Status	Timing
Funding arrangements	Northern Cluster	MNCD/ISD	Increase the number of people with Individual Funding Arrangements and Direct Payment Agreements giving people with disability choice and control over their services and supports.	In process	2016
Funding arrangements	Northern Cluster	MNCD/SWSD/WSD	Increase the number of block funded services converted into Individual Funding Arrangements and Direct Payment Agreements.	In process	2016
Funding arrangements	Southern Cluster	SNSWD	Implement the Ready Together and the Living Life My Way framework to increase individuals' choice and control over their supports and funding arrangements with a focus on individualised funding options.	In process	2016
Funding arrangements	Western Cluster	M/FWD	All growth funding is individualised to enhance client choice and control	Ongoing	2016
Inclusive practice	ADHC	Community Access	Individual Funding Handbook resource and training delivered Aug-Nov 2015 providing information about individual funding to organisations that have been selected by a person with disability to act as their intermediary.	Complete	2015
Inclusive practice	Northern Cluster	MNCD	Review sector capacity and capabilities to identify innovative practice and possible gaps in service delivery.	In process	2016
Inclusive practice	Southern Cluster	ISD	Maintain strategic partnership arrangements that support individuals and communities including social housing clients with mental health issues.	In process	2016

Overarching outcome	Division	Unit	Initiative	Status	Timing
Inclusive communities	ADHC	Community Access	Community Support Program Fact Sheet and training delivered Aug-Nov 2015, providing information about CSP eligibility and priority of access, and how the CSP is managed in line with the Individual Funding Handbook.	Complete	2015
Inclusive communities	ADHC	Community Access	The Individual Funding Governance Kit is designed to help people with disability in receipt of individual funding, their families and carers in making decisions about governance models and sharing some funding to create the life they want with the supports they need.	In process	2015
Inclusive communities	ADHC	System Dev. & Reform	Re-auspice of services. There are currently two services in the process of being re-auspiced. There remain another five that are still operated by ADHC and will require re-auspicing. There is potential that services being re-auspiced will be taken over by NGOs that do not have forensic disability experience and will thus require significant induction to ensure safe and effective operation. The re-auspice of services will support the transition to the NDIS and thus assist clients in their transition to this new system. It will also ensure stability within services if done expediently.	In process	2017
Inclusive communities	ADHC	Community Access	Non-recurrent funding for one-off recreation activities for Aboriginal families who are caring for a person with disability.	Complete	2015-2016

Overarching outcome	Division	Unit	Initiative	Status	Timing
Inclusive communities	ADHC	System Dev. & Reform	Evaluation Framework for the NGO sector will be rolled out as part of capacity building for NGOs to ensure best practice in behaviour support for people with disabilities. The evaluation will report on the efficacy of the framework in achieving its intended outcomes for people with disability, and will inform recommendations for its replication in the non-government sector ahead of the full NDIS rollout.	In process	By end June 2015
Inclusive communities	ADHC	Community Access	A variety of respite arrangements are available: <ul style="list-style-type: none"> <li>• Flexible Respite (Individual)</li> <li>• Recreation Respite</li> <li>• Aboriginal Flexible Respite</li> <li>• Recreation Respite, 9-18 years (non-recurrent funding)</li> </ul>	Mostly ongoing	Mostly ongoing
Inclusive communities	ADHC	Community Access	Launchpad a website resource funded by ADHC and developed by Community Access and Autism Spectrum Australia (ASPECT) to support young people with Autism Spectrum Disorder or Asperger's and their parents plan for successful transitions to adulthood.	Complete	Ongoing
Inclusive communities	ADHC	Community Access	This joint project with Physical Disability Council (PDC) NSW Peak and Advocacy Service is funded by ADHC and aims to improve access for people with physical disability to public transport, employment, education and community sporting and leisure activities.	Ongoing	Ongoing

Overarching outcome	Division	Unit	Initiative	Status	Timing
Inclusive communities	ADHC	Community Access	NGO funding for an equipment loan pool administered by Motor Neurone Disease Association of NSW which provides aids, equipment and assistive technology to assist in daily life activities.	In process	Till end June 2016
Inclusive communities	ADHC	Community Access	The CREATE Foundation has been engaged to deliver a project which aims to prepare young people for the implementation of the NDIS by providing opportunities for them to develop skills, participate more confidently in individualised arrangements and connect and share with other young people.	In process	Till end June 2016
Inclusive communities	ADHC	Community Access	Smoke Alarm Subsidy Scheme supports deaf people to purchase subsidised tactile or adapted smoke alarms. Also provides workshops for deaf people and those working with deaf people to increase fire awareness.	In process	Till end June 2018
Inclusive communities	ADHC & Southern Cluster	Comm. Access & SNSWD	Sharing of information in the form of Facts Sheet relating to the reform agenda for individuals, families and the community.	In process	2016
Inclusive communities	LAHC	Renewal	A venue and funding is provided in Campbelltown for the Disability Trust's Men's and Women's Fitness programs. People with physical disability attend and participate according to their capacity. We offer spaces for disabled to attend our craft group to learn skills and feel a sense of belonging with other locals.	Ongoing	Ongoing
Inclusive communities	Northern Cluster	MNCD	Provide tailored information for Aboriginal communities to maximise community and provider	In process	2016

Overarching outcome	Division	Unit	Initiative	Status	Timing
			understanding of person-centred choices in current and future service systems.		
Inclusive communities	Northern Cluster	MNCD	Increase the number of people with disability having a costed support plan.	In process	2016
Inclusive communities	Northern Cluster	MNCD	Implement the strengthening support for children and families birth to 8.	In process	2016
Inclusive communities	Northern Cluster	MNCD	Build sector capacity to deliver services previously delivered by ADHC.	In process	2016
Inclusive communities	Northern Cluster	MNCD	Review and implement sector capacity to identify gaps and innovative practices for service delivery to families and young children from 0-8.	In process	2016
Inclusive communities	Northern Cluster	NNSWD	Develop strategies to identify and respond to service gaps in the disability sector.	In process	2016
Inclusive communities	Northern Cluster	NSD	The Collective - includes the outcomes of improving access and equity for the disadvantaged and people with disability, and increasing employment and education for the disadvantaged and people with disability.	In process	2016
Inclusive communities	Southern Cluster	ISD	Link clients to Ability Links to support people accessing support and services in their local community.	In process	2016
Inclusive communities	Southern Cluster	SD	Implement Living Life My Way Operational Guidelines for individual funding.	In process	2016

Overarching outcome	Division	Unit	Initiative	Status	Timing
Inclusive communities	SRP	Strategic Policy	Premier's Innovation Initiative seeks innovative solutions to assist with replenishment of the public housing portfolio, and address other challenges facing the social housing system.	In process	Ongoing
Inclusive communities	SRP	Strategic Policy	Seniors Card - Provides opportunities for older people with disability to participate in the community.	In process	Ongoing
Inclusive Communities	SRP	Strategic Policy	Social Housing Policy Framework produces a social housing system that is a safety net for vulnerable people; providing opportunities and pathways to client independence and is fair and sustainable. The Social Housing Policy Framework relates to all four DIAP focus areas.	In process	Ongoing
Inclusive communities	SRP	Strategic Policy	FACS funds National Disability Services \$1.3m to run the Companion Card Scheme in NSW. The Companion Card supports the inclusion and participation of people with significant and lifelong disability who need the help of a carer to participate in community activities.	Ongoing	Ongoing
Inclusive communities	Western Cluster	WNSWD	Established an Individualised Funding 'sub team' in disability services which has allowed clients wanting to individualise their funding to do so in a timely manner. The team also allows individuals not in scope to individualise current supports, or those that are not currently accessing supports, to be referred to other appropriate services.	Complete	2015
Inclusive communities	Western Cluster	WNSWD	Engaged with National Disability Services to promote coordination and growth of the funded service sector.	Complete	2015

Overarching outcome	Division	Unit	Initiative	Status	Timing
Inclusive communities	Western Cluster	WSD	Work with Western Sydney Local Health District to coordinate the redevelopment of large residential care centres including recruiting staff, setting up systems and processes to support 10 new group homes by August 2015.	In process	2015
Inclusive communities	Western Cluster	WNSWD	Strengthen the complex case panel process, CS Regional Review Panel, ADHC Complex Case Panel, Orange Estates Complex Case Panel to improve service planning, coordination and delivery to clients with multiple complex needs.	In process	2016
Inclusive communities	Western Cluster	WNSWD	Work with peak organisations such as National Disability Services and the Aboriginal Disability Network to grow more Aboriginal service providers to meet current un-serviced demand.	In process	2016
Inclusive communities	Western Cluster	WNSWD	Implement a Communities of Practice model for clinical and therapeutic disability support staff across the District.	In process	2016
Inclusive communities	Western Cluster	WSD	Finalise the 'Ready Together' growth funding in Western Sydney District.	In process	2016
Inclusive communities	Western Cluster	WSD	Review sector capacity and capabilities to identify innovative practice and possible gaps in service delivery re people with disability.	In process	2016
Increased participation	ADHC	Community Access	Life Choices and Active Ageing day programs are for people with disability to have increased social participation, increased independence and be active members of their local community.	Ongoing	Ongoing

Overarching outcome	Division	Unit	Initiative	Status	Timing
Information, Pathways & Lifestyle	All Clusters	MNCD, NNSWD, HNED, SNSWD, SESD, SWSD, NBMD, SNSWD	Implement the Information, Pathways and Lifespan Support Reform plan.	In process	2016
Patchwork	Northern Cluster	CCD	Use Patchwork to connect with practitioners and service providers around vulnerable clients quickly and more efficiently.	In process	Ongoing
Promote participation	Southern Cluster	ISD	Provide information, choice and services for recreation to clients while raising awareness for participation.	In process	2016
Promote participation	Western Cluster	WSD	Improve the economic and social outcomes of people in social housing and using other forms of housing assistance by strengthening relationships with mental health provider support clients with a mental illness.	In process	2016
Promote participation	Western Cluster	WSD	Improve the economic and social outcomes of people in social housing and using other forms of housing assistance by leading the development and implementation of the DIACC work plan to fulfil obligations under the Housing and Mental Health Agreement and improve outcomes for people with a mental illness.	In process	2016

Overarching outcome	Division	Unit	Initiative	Status	Timing
Promote participation	Western Cluster	WSD	Reduce barriers to people with disability participating in daily life by building sector capacity to deliver services for people with disability previously delivered by ADHC.	In process	2016
Promote participation	Western Cluster	WSD	Reduce barriers to people with disability participating in daily life by building the capacity of mainstream and generic community services and facilities to meet the needs of people with disability.	In process	2016
Ready Together	Northern Cluster	CCD/HNED	Continue to roll out the remaining funding under Ready Together of individualises support packages for clients in 2015-16. Using Patchwork to connect agencies - key stakeholders are ADHC, Housing, CS, clients, Health, Education , Police, FRS and other agency partners.	In process	2016
Ready Together	Northern Cluster	MNCD	Finalise Ready Together growth funding.	In process	2016
Ready Together	Northern Cluster	MNCD	Implement the Ready Together Framework.	In process	2016
Support HC transition	Western Cluster	NBMD	Provide opportunities through the Enablement Project to provide extra support to clients of Home Care in developing and regaining skills to increase their involvement in community and social life.	In process	2016
Support NDIS	Northern Cluster	MNCD	Develop and implement a pathway for children with disability leaving care that aligns with the NDIS.	In process	2016
Support NDIS	Northern Cluster	NNSWD	Provide training and information for staff to develop skills and knowledge of NDIS, individualised options and management of packages.	In process	2016

Overarching outcome	Division	Unit	Initiative	Status	Timing
Support NDIS	Northern Cluster	NNSWD	Ensure strategies are in place for retention of staff to meet service requirements during transition.	In process	2016
Support NDIS	Northern Cluster	NNSWD	Ensure ADHC direct clients have NDIS ready plans and information.	In process	2016
Support NDIS	Northern Cluster	NNSWD	Continue capacity building around people on direct payment agreements to ensure NDIS readiness.	In process	2016
Support NDIS	Northern Cluster	NNSWD	Ensure safeguards are maintained until transition to sector.	In process	2016
Support NDIS	Northern Cluster	NNSWD	Development of strategies for continuity of service and readiness for NDIS for Aboriginal and Torres Strait Islander and other clients.	In process	2016
Support NDIS	Northern Cluster	NNSWD	Develop strategies to provide continuity of services to people as transition occurs.	In process	2016
Support NDIS	Northern Cluster	NNSWD	Work with Community Services to develop strategies to prepare young people leaving care in the NDIS environment.	In process	2016
Support NDIS	Northern Cluster	HNEC	Ensure workforce readiness in disability service sector.	In process	2018
Support NDIS	Northern Cluster	HNEC	Implement the NDIS Hunter trial with a focus on supporting clients to transition.	In process	2018
Support NDIS	Northern Cluster	HNEC	Support funded services for full scheme NDIS rollout.	In process	2018
Support NDIS	Northern Cluster	CCD	Ensure that the NGO sector is ready and capable of delivering on the NDIS.	In process	Ongoing

Overarching outcome	Division	Unit	Initiative	Status	Timing
Support NDIS	PSD	Service Sys. Comm.	Development of a common risk assessment framework, which will enable FACS contract managers to assess whether disability providers are NDIS ready and whether there are gaps in service provision requiring support.	In process	2015
Support NDIS	Southern and Western Clusters		Collaboration with the FACS NDIS Implementation Group to engage with families and carers. Engage with families and carers in preparation for NDIS in partnership with FACS Sector Readiness Unit.	In process	2016
Support NDIS	Southern Cluster	CCD	The local Community Pathways function will provide a more efficient process for clients transitioning to the NGO sector, by supporting clients to develop plans that are flexible and innovative and will lead to better lifestyle outcomes.	In process	2016
Support NDIS	Southern Cluster	SD	Engage, communicate and implement capacity building activities for people with disability, their families and carers to prepare for the NDIS.	In process	2016
Support NDIS	Southern Cluster	SD	Develop NDIS community awareness and capability for CALD and Aboriginal communities.	In process	2016
Support NDIS	Southern Cluster	SD	Enable people with disability to develop a support plan with the NDIA by supporting them to gather assessment and other relevant information.	In process	2016
Support NDIS	Southern Cluster	SNSWD	Implement a communication strategy for the reform agenda to deliver to individuals, families and communities (e.g. Share and Prepare sessions).	In process	2016

Overarching outcome	Division	Unit	Initiative	Status	Timing
Support NDIS	Southern Cluster	SNSWD	Build sector capacity to deliver services previously delivered by ADHC and ensure that the disability providers, particularly smaller organisations are prepared for the NDIS rollout.	In process	2016
Support NDIS	Southern Cluster	SNSWD	Prioritise and develop support plans for people with disability in preparation for NDIS.	In process	2016
Support NDIS	Southern Cluster	SNSWD	Work in collaboration with Sector Performance team to support capacity building and service planning in the sector with both NGO and mainstream providers.	In process	2016
Support NDIS	Western Cluster	NBMD	The District Executive has been reconfigured to establish an Operations Director NDIS and governance has been put in place including an NDIS leadership team.	Complete	2015
Support NDIS	Western Cluster	WNSWD	Conducted NGO Provider Forums in December 2014 and June 2015 featuring presentations and workshops designed to address NDIS readiness for the sector with attendance by more than 95 NGO provider representatives.	Complete	2015
Support NDIS	Western Cluster	NBMD	Develop and implement the District Operational plan for early rollout of NDIS in the District.	In process	2016
Support NDIS	Western Cluster	NBMD	All ADHC direct and funded clients aged 18 years and under are transitioned to the NDIS by June 2016 as per phasing plan.	In process	2016
Support NDIS	Western Cluster	NBMD	Implement Living Life My Way framework to ensure clients have access to individual packages and individual support planning through a simple streamlined process.	In process	2016

Overarching outcome	Division	Unit	Initiative	Status	Timing
Support NDIS	Western Cluster	NBMD	Identify and activate mechanisms which facilitate cross stream collaboration to support mutual clients in the transition to NDIS.	In process	2016
Support NDIS	Western Cluster	WNSWD	Develop and implement a Disability Operational Transition Plan (including communication strategy) once the NDIS bilateral agreement is signed and the State-wide strategic plan is released.	In process	2016
Support NDIS	Western Cluster	WNSWD	Continue the program of staff learning and professional development to support the implementation of NDIS.	In process	2016
Support NDIS	Western Cluster	WSD	Implement the Living Life My Way Framework and Support Planning functions across multiple program areas, to provide more flexibility for disability clients in obtaining NDIS ready supports within the community and sector.	In process	2016
Support NDIS	Western Cluster	WSD	Facilitate the commencement of the transition to NDIS in Western Sydney District.	In process	2016
Support NDIS & HC transition	Western Cluster	WNSWD	Conducted consultation and information sessions with ADHC Disability staff regarding NDIS transition and Home Care staff and clients regarding the transfer of Home Care.	Complete	2015
Support service choice	ADHC	Community Access	The Direct Payment Agreement empowers people with disability to have maximum choice and control about how they live their lives in relation to their disability supports. Providing direct access to their funding allows people with disability to manage their funds and supports to make their life easier and enjoyable.	Ongoing	2014 & ongoing

## Access to employment & workforce inclusion

Overarching outcome	Division	Unit	Initiative	Status	Timing
Employment of people with disability	ADHC	Community Access	A separate website has been developed for young people with disability to assist them in navigating the pathways into their Post School Program.	In process	2015
Employment of people with disability	ADHC	Community Access	Streamlining the transition process between Federal (DES) and State (TTW) disability employment programs allows people with disability to access both programs for a limited time to assist with a gradual transition from one to another.	Ongoing	2015 onwards
Employment of people with disability	ADHC	Community Access	Transition to Work Program assists school leavers with disability to increase their confidence and build skills to achieve their goals in relation to employment or enrolment in tertiary education.	Ongoing	Ongoing
Employment of people with disability	ADHC	Community Access	Employment Enablement Packages provide 12 months of individualised job readiness support and to create pathways to employment for adults. The Strategy also aims to build the capacity of business to employ people with disability.	Ongoing	Till July 2014
Employment of people with disability	ADHC	Service Delivery Program	Targeted project to support FACS employees with disability who are affected by the NDIS and Home Care transitions. Collaboration with the Centre for Disability Studies, affiliated with the University of Sydney	Complete	Till June 2018
Employment of people with disability	Corporate Services	GSE Reform Team	Review existing recruitment processes and strategy (includes updating of recruitment guides/templates)	In process	2015 & 2016

Overarching outcome	Division	Unit	Initiative	Status	Timing
Employment of people with disability	LAHC	Projects	Officer with hearing impairment who was recruited on a temporary basis by LAHC was directly appointed. A special dedicated phone for a hearing impaired person was provided.	Complete	Ongoing
Employment of people with disability	LAHC & PSD		Providing disability assistance tools with IT disability enhancements for the purposes of conducting interviews. Disability assistance tools also available for NGO providers.	Ongoing	Ongoing
Employment of people with disability	Southern Cluster	ISD	Reduce the barriers to people with disability with Transition to Work, Community Participation, Life Choices/Active Aging services.	In process	2016
Employment of people with disability	Southern Cluster	ISD	Ensure all applicants for Transition to Work Community Participation and Life Choices/ Active Aging qualify for and receive individual packages.	In process	2016
Employment of people with disability	SRP	Strategic Policy	DIP Action 3.1 FACS is supporting a 'Whole of Government' approaches to agencies planning for workforce diversity. The Public Service Commission has taken over as the lead on this action.	Ongoing	Ongoing
Inclusive business practices	LAHC	Renewal	Invitation to Disability organisations to tender for work as part of NSW Procurement guidelines. The use of Australian Disability Enterprises is considered for all procurements during the planning stage.	Ongoing	Ongoing
Inclusive business practices	SRP	Service Systems Comm.	The contract relationship management system for community housing (IMS) has disability assistance options for colour blindness and an accessibility mode that works with IT disability enhancements. The functions are available to staff and NGO providers who access the system.	Ongoing	Ongoing

Overarching outcome	Division	Unit	Initiative	Status	Timing
Inclusive Communities	ADHC	System Dev. & Reform	Sunshine Employment service is funded to secure employment for 20 clients within a year. This will assist CJP clients gain meaningful employment.	In process	2016
Inclusive workplaces	Corporate Services	Human Resources	FACS is implementing a role and workplace adjustment system that ensures confidentiality and removes the line manager from the process or decision making. FACS aims to increase the number of requests across our organisation and provide any adjustments in an acceptable timeframe.	In process	2015
Inclusive workplaces	Corporate Services	ICT and HR	ICT and HR facilitated a two way exchange of ideas and concerns relating to ICT matters that impact users with unique requirements. This has already led to improvements in the end user who requires role and workplace adjustments.	In process	2015
Inclusive workplaces	Corporate Services	Human Resources	Job and workplace adjustment - advice for managers on workplace modifications and support equipment options to facilitate equal access opportunities for workers with disability.	In process	Ongoing
Inclusive workplaces	Corporate Services	Human Resources	Working from Home Procedure. Policy creation and provision of advice for those considering working from home and their managers in regards to WHS considerations and requirements.	In process	Ongoing

## Improving access to mainstream services

Overarching outcome	Division	Unit	Initiative	Status	Timing
Accessible information	SRP	MACS	Review internal content production guidelines to support accessibility.	Commenced	2015
Accessible information	SRP	MACS	As part of the Digital Consolidation Business Case project, a new content lead contractor will be on board to review all content across all FACS websites; this will include a review to identify any additional gaps in accessibility.	Commenced	2015
Accessible information	SRP	MACS	Provide in-depth training to MACS teams on accessible content production guidelines.	Commenced	2015
Accessible information	SRP	MACS	Develop materials on accessibility to be published on a new section on the FACS intranet relating to accessibility.	Commenced	2015
Accessible information	SRP	MACS	Engaged with Media Access Australia and Vision Australia in relation to development of communication materials on accessibility for FACS staff.	In process	2016
Accessible workplaces	Corporate Services	ICT	Regular representation at DEN Forum facilitating a two way exchange of ideas and concerns relating to ICT matters that impact users with unique requirements. This has already led to improvements in the end user space.	Ongoing	Ongoing
Build capacity	ADHC	Community Access	Early Childhood Intervention Australia (ECIA) NSW Professional Leadership and Capacity Building project is funded to build the capacity of disability and mainstream childcare providers to support inclusion of and improve the skills of children with disability and build the resilience of their families.	In process	Till end June 2017

Overarching outcome	Division	Unit	Initiative	Status	Timing
Build capacity	Northern Cluster	HNED	Increase the capacity and capability of NGOs to best meet the needs of clients with disability and support their goals.	In process	2016
Build capacity	Northern Cluster	MNCD	Build the capacity of mainstream and generic community services and facilities to meet the needs of people with disability.	In process	2016
Build capacity	Southern Cluster	SNSWD	Build the capacity of mainstream and generic community services and facilities to meet the needs of people with disability.	In process	2016
Build capacity	Southern Cluster	SD	Build sector capacity, including generic or mainstream community services, to meet the needs of people with disability.	Ongoing	Ongoing
Build capacity	Western Cluster	M/FWD	Liaise and develop relationships with therapy and clinical service providers, within the mainstream and NGO sector, to enhance choice for service users, and develop sector capacity and skills for clients with complex therapy and behavioural support needs.	In process	2016
Engage and consult	ADHC	Strategic Change	Aboriginal Disability Peak Relationships. Aboriginal Disability Network NSW, National Disability Services - Aboriginal Resources and Pathways Project	Ongoing	Ongoing
Funding arrangements	ADHC	Community Access	Expansion of the Direct Payment Agreement. People receiving direct payments can choose to purchase their supports and services from across the open market, according to their own individual needs and choices for their disability supports.	Ongoing	Expansion starts Sept 2015

Overarching outcome	Division	Unit	Initiative	Status	Timing
Inclusive communities	ADHC	Community Access	Fundability micro grants for NGOs is a two year NSW-wide mainstream capacity building project that funds or subsidises initiatives that promote the inclusion of 9-15 year old children and young people with disability within mainstream community events, activities and or settings.	In process	Till end June 2016
Inclusive communities	Western Cluster	WSD	Improvement of social outcomes for people in social housing using other forms of housing (strengthening relationships and DIACC work).	In process	2016
Inclusive practice	ADHC	System Dev. & Reform	Updating of the 'Grief and Bereavement Package' to improve the capacity of staff/others to assist clients with disability who experience grief and loss.	In process	2015
Inclusive practice	ADHC	System Dev. & Reform	Transition NDIS Hunter Trial Site eligible clients to the NDIS contributing to the full transition to a person-centred NDIS approach.	In process	2015
Inclusive practice	ADHC	System Dev. & Reform	Systemic Consultation: Practice Guide includes: (i) Community of Practice and (ii) development and implementation of a Practice Guide to improve outcomes for people with disability and their carers by increasing the skills of practitioners in working with families and complex service systems.	In process	2015
Inclusive practice	ADHC	System Dev. & Reform	A Practice Guide has been produced to increase skills, knowledge and confidence amongst Speech Pathologists required to assess the communication capacities of individuals with disability in the justice system.	In process	2015

Overarching outcome	Division	Unit	Initiative	Status	Timing
Inclusive practice	ADHC	System Dev. & Reform	Identification of results from psychiatry clinics report that can be actioned ADHC SBIS/CIG, in partnership with Julian Troller with his identification of psychiatrists within the state who specialise in people with disabilities.	In process	2015
Inclusive practice	ADHC	System Dev. & Reform	The Client Monitoring Review Systems (CMRS) in ADHC provides monitoring and review of the service system to ensure responsive support is provided to people with disability who have challenging behaviour.	Ongoing	2015
Inclusive practice	ADHC	System Dev. & Reform	The Support Service Modelling Practice Guide provides training and mentoring strategies for NGO and ADHC clinicians.	Ongoing	2015
Inclusive practice	ADHC	System Dev. & Reform	Review of Behaviour Support System guide has been developed to assist practitioners in the systemic review of practice and support to people with disability.	In process	2016
Inclusive practice	ADHC	System Dev. & Reform	Refine the existing training package and develop a core standards program reflecting the four common core standards released and a number of discipline specific core standards. Tools for practitioners to implement good practice when supporting people with disability have also been developed. The resources will be available to mainstream service providers as well as the disability sector.	In process	2016

Overarching outcome	Division	Unit	Initiative	Status	Timing
Inclusive practice	ADHC	System Dev. & Reform	Develop and implement therapy packages to forensic disability clients and train NGO staff to have the sector capacity to continue this work. Ensure services are available to reduce the risk of persistent and harmful behaviours relating to anti social behaviours (e.g. substance use, sex offending etc.) and their intellectual disability.	Ongoing	2016
Inclusive practice	ADHC	Community Access	Implement the Framework for Service Providers to help shape the delivery of supports, increase participation and inclusion for 9-18 year old children and young people with disability. Sets out high level strategies and resources that can be used by districts and service providers to support local service delivery and decision making for clients and their families/carers.	Ongoing	Ongoing
Inclusive practice	ADHC	Community Access	School Age Years (SAY) Inclusion Support Program supports the inclusion of children with disability 9-18 years in mainstream settings. It assists families, professional service providers, schools, young people and community organisations to meet the needs of children with disability to transition into school and provides ongoing support as they progress through primary and secondary education.	Ongoing	Ongoing

Overarching outcome	Division	Unit	Initiative	Status	Timing
Inclusive practice	ADHC	Community Access	Development of the Strengthening supports for children and their families 0 to 8 years: Now and into the future strategy. It supports children and families in mainstream environments , such as schools rather than specialist disability service system and includes a guide for service providers to reflect on their progress in working towards the 0 to 8 strategy principles.	Ongoing	Ongoing
Inclusive practice	ADHC	NDIS Implement.	Ability Links and Early Links programs.	Ongoing	Ongoing
Inclusive practice	ADHC	Strategic Change	Aboriginal specific conduit with other ADHC and FACS mainstream units	Ongoing	Ongoing
Inclusive practice	ADHC	Strategic Change	Services Our Way Project in three locations - Nowra, Tamworth and Penrith. Individualised supports for people with disabilities in Aboriginal communities	Ongoing	Ongoing
Inclusive practice	ADHC	System Dev. & Reform	The School Link Initiative develops evidence based innovative approaches and enhances interagency cooperation for people with disability. This initiative includes a Steering Committee, a Newsletter, and an animation for School Teachers on Intellectual and Developmental Disability and Mental Health.	Ongoing	Ongoing
Inclusive practice	ADHC	System Dev. & Reform	MOU Implementation (Children and Young People with Intellectual Disability and Mental Health Advisory Group) to promote strategic collaboration and partnerships with key agencies and colleagues to enhance efficiencies and outcomes for people with disability and their carers.	Ongoing	Ongoing

Overarching outcome	Division	Unit	Initiative	Status	Timing
Inclusive practice	ADHC	System Dev. & Reform	Trauma Informed Practice (TIP) is being developed and piloted via a non-government agency; the pilot's outcomes will be used to develop tool kits for improving outcomes for people with intellectual disability and their carers. Both the Taking Time Framework which has been developed to support organisations and practitioners working with people with disability who have experienced trauma and a Literature Review will be launched in mid August 2015.	Ongoing	Ongoing
Inclusive practice	ADHC	System Dev. & Reform	Complete role out of 386 places funded under Stronger Together 1 and 2.	Ongoing	Ongoing
Inclusive practice	ADHC	Community Access	Development for staff of assessment organisations who assess people with physical disability, neurological conditions and acquired brain injury. The development aims to support the maintenance of the quality of the high level personal care needs assessments.	Ongoing	Ongoing
Inclusive practice	ADHC	Community Access	The Transition Support Project is an ADHC funded program, which is designed to enhance the capacity of secondary school students with disability to plan their transition from mainstream school to adult life. It links students with disability with employers, industry and community networks resulting in improved vocational pathways, transition planning, educational performance and learning, enhanced motivation, self-esteem, self-reliance and school attendance.	Ongoing	Till 2016

Overarching outcome	Division	Unit	Initiative	Status	Timing
Inclusive practice	ADHC	Strategic Change	Support and secretariat services to the ADHC Aboriginal Advisory Committee (AAAC) which advises government on disability policy for Aboriginal people.	In process	Till end June 2016
Inclusive practice	Corporate Services	Legal	Policy directive to consider the needs of people with disability in the management of legal matters.	Complete	2015
Inclusive practice	Northern Cluster	NSD	Mana Allawah - improving access and equity for Aboriginal people, including health access, Ability Links (Aboriginal Linkers), employment, housing and homelessness.	In process	2016
Inclusive practice	Northern Cluster	CCD	Liaise and develop relationships with service providers and other NGO providers to develop capacity and skill when working with clients with disability.	Commenced	Ongoing
Inclusive practice	Northern Cluster	CCD	Continue to work closely with the Community and Reform team client planning and service funding packages with the NGO sector through the community pathways function.	In process	Ongoing
Inclusive practice	Northern Cluster	CCD	Support vulnerable clients through the Disability Housing and Support Initiative (DHASI) for clients with disability and the Housing and Accommodation Support Initiative (HASI) for clients with mental health issues.	Ongoing	Ongoing
Inclusive practice	PSD	Service System Comm.	Implementation of the Funding Deed and associated contractual documents that FACS has with non-government agencies require service providers to provide services in a way which provides reasonable access to all people in the identified client group (set out in the Program Level Agreement), regardless of disability.	Complete	2015

Overarching outcome	Division	Unit	Initiative	Status	Timing
Inclusive practice	PSD	Service System Comm.	Web-based contract governance guidelines and resources are accessible for the vision-impaired. Completed in partnership with FACS Media.	In process	2015
Inclusive practice	PSD	Design, Inn., Safety & Permanency	A joint FACS-Public Guardian working party is working to improve outcomes for young people who have a decision-making incapacity (due to a disability) when they are transitioning from care to adult disability services. The working party will develop strategies that will improve the early identification of candidates and early appointment of the Public Guardian as an advocate to assist young persons if needed or if there is no other suitable person such as a family member during this important time in their life.	Ongoing	Ongoing
Inclusive practice	PSD	Service System Comm.	Government properties are leased to NGO providers that target the housing and support services to people with disability.	Ongoing	Ongoing
Inclusive practice	PSD	Service System Comm.	An annual budget is provided to carry out home modifications to promote independent living for community housing tenants.	Ongoing	Ongoing
Inclusive practice	Southern Cluster	ISD	Increase the percentage of clients who choose pathways to services away from the traditional ADHC Community Support Team.	In process	2016
Inclusive practice	Southern Cluster	SD	Increase awareness of options for people at risk of and experiencing homelessness in our delivery of ageing and disability services.	In process	2016
Inclusive practice	Southern Cluster	SD	Increase awareness of housing assistance programs in our delivery of ageing and disability services programs.	In process	2016

Overarching outcome	Division	Unit	Initiative	Status	Timing
Inclusive practice	Southern Cluster	SD	Increase disability awareness and working with people with disability capabilities in our delivery of community services and housing programs.	In process	2016
Inclusive practice	Southern Cluster	SESD	Clients with disability who are ageing in supported accommodation will be engaged with appropriate day activities.	In process	Ongoing
Inclusive practice	Southern Cluster	SD	Support people with disability to maintain their public housing tenancy through the provision of home modifications where appropriate.	Ongoing	Ongoing
Inclusive practice	SRP	Strategic Policy	Provide support for older people who are carers of people with disability.	In process	Ongoing
Inclusive practice	SRP	Strategic Policy	The Tech Savvy Seniors program is a highlight of the NSW Ageing Strategy; it is delivered through a successful public-private partnership with Telstra.	In process	Ongoing
Inclusive practice	SRP	Strategic Policy	DIP Action 4.2 FACS supporting the 'Whole of Government' implementation of Disability Inclusion Action Plans focusing on improving system navigation.	In process	Ongoing
Inclusive practice	Western Cluster	WSD	Reduction of barriers to people with disability to participate in daily life by delivering accessible services and facilities.	In process	2016
Inclusive practice	Western Cluster	M/FWD	CIS client records are up to date reflecting services and hours provided.	In process	2016
Inclusive practice	Western Cluster	M/FWD	Roll out and compliance with CIRT system - target 90% compliance each quarter on measurable Lifestyle Support and Client Risk Profiles.	In process	2016

Overarching outcome	Division	Unit	Initiative	Status	Timing
Inclusive practice	Western Cluster	NBMD	Implement the Continuous Improvement Review Tool (CIRT) to improve Operational Performance in all NBM ADHC Accommodation and Respite Services.	In process	2016
Information accessibility	LAHC	Renewal	Campbelltown area Renewal supports Ability Links to engage and support clients by providing free venue for outreach and information stalls from disability services at our expos.	Ongoing	Ongoing
Living Life My Way	Southern Cluster	ISD	Increase the number of people requesting to be included on the Living Life My way register and pathways to service.	In process	2015
Ready Together	Western Cluster	M/FWD	Ready Together is rolled out on an individualised basis for all programs where individual funding is available. Funding is directed to the clients' provider of choice in 100% of cases in 2015/16.	Ongoing	2016
Service provision	ADHC & Western Cluster	Community Access & NBMD	Focus on staff availability and ensuring delivery of services within the allocated budget as per operational requirements.	In process	2016
Support client outcomes	Western Cluster	WSD	Improve the economic and social outcomes of people in social housing and using other forms of housing assistance by involving and linking our services to align with mental health planning.	In process	2016
Support NDIS	ADHC	NDIS Implement.	Create and implement a sector communications strategy for NDIS.	In process	2018
Support NDIS	ADHC	System Dev. & Reform	NSW Quality Framework for disability services - strategy and resources developed for communication of the NDIS to the broader sector.	Ongoing	Ongoing

Overarching outcome	Division	Unit	Initiative	Status	Timing
Support NDIS	ADHC	NDIS Implement.	Coordinating FACS planning for the NDIS including adjustment of FACS mainstream services to take account of the NDIS (through FACS Services NDIS Subgroup).	Ongoing	Ongoing
Support NDIS	ADHC	Strategic Change	Aboriginal Working Together Project in partnership with mainstream Working Together initiative supports staff in transfer of disability services to NGO and transition of funding to NDIS.	Ongoing	Ongoing
Support NDIS	ADHC	System Dev. & Reform	Justice working group comprising the Department of Health, Justice and the NDIA work to transit forensic disability clients to the NDIS ensuring that services are available to support clients' health, rehabilitation, legal and disability needs as part of the transition to NDIS.	Ongoing	Ongoing
Support NDIS	ADHC	System Dev. & Reform	Develop a standardised model to transit NGO services into the NDIS model.	Ongoing	Ongoing
Support NDIS	Northern Cluster	NNSWD	Continue an alliance with Medicare Local and NSW Health to work on NDIS readiness.	In process	2016
Support NDIS	Northern Cluster	CCD	The Local Community Pathways function and the Community and Reform Team to work collaboratively with the NGO Sector to provide a more efficient process for clients transitioning to the NGO sector.	In process	Ongoing

Overarching outcome	Division	Unit	Initiative	Status	Timing
Support NDIS	SRP	Strategic Policy	<p>The development and delivery of a program of work to ensure that FACS mainstream services are prepared and equipped for the implementation of the NDIS, including the following efforts:</p> <ul style="list-style-type: none"> <li>• Provide advice on national NDIS design and policy on FACS mainstream service interface issues;</li> <li>• Provide secretariat support to both the FACS NDIS Housing Working Group and the FACS NDIS Child Protection and Family Support Services Working Groups;</li> <li>• Scope, implement, and coordinate projects to resolve emergent issues, including: <ul style="list-style-type: none"> <li>○ Defining “reasonable adjustment” in home modifications and tenancy support</li> <li>○ NDIS and Voluntary OOH</li> <li>○ Monitoring NDIS impact on mainstream FACS services in the trial site;</li> </ul> </li> <li>• Ensure NDIS communications are appropriate to needs of FACS mainstream staff</li> <li>• Ensure NDIS workforce development appropriate to needs of FACS mainstream staff.</li> </ul>	Ongoing	Ongoing
Support NDIS	Western & Northern Clusters	Western & Northern Clusters	Work and collaborate with local communities to promote services for people with disabilities when transitioning into the NGO sector.	Commenced	Ongoing
Support NDIS	Western Cluster	M/FWD	People with disability seeking support are diverted to the NGO sector.	Ongoing	Ongoing

Overarching outcome	Division	Unit	Initiative	Status	Timing
Support NDIS	ADHC	System Dev. & Reform	NDIS readiness for Service Providers will assist clients more easily transfer over to the NDIS and receive the supports that are necessary and sufficient to address disability needs into the future.	In process	2017
Support NDIS	ADHC	System Dev. & Reform	NDIS readiness for Service Providers will assist clients more easily transfer over to the NDIS and receive the supports that are necessary and sufficient to address disability needs into the future.	In process	2017
Support NDIS	Northern Cluster	CCD	Review the existing support needs of complex clients vs. future client needs to identify potential challenges for transition to new NDIS arrangements.	Commenced	Ongoing
Support NDIS	Southern Cluster	ISD	Produce Community Support Team Client Cohort Report and District Gaps Analysis Report to determine client pathway, sector development and capacity building priorities for NDIS transition.	In process	2015
Support NDIS	Southern Cluster	SD	Liaise with NGOs, Health, Education and other government departments to support people with disability to transition to the NDIS.	In process	2016
Support NDIS	Southern Cluster	SD	Liaise with NGOs, Health, Education and other government departments to support people with disability to transition to the NDIS.	In process	2016
Support NDIS	Western Cluster	M/FWD	Data systems are updated and accurate to ensure accurate transfer of information to NDIS.	In process	2016

Overarching outcome	Division	Unit	Initiative	Status	Timing
Support NDIS	Western Cluster	NBMD	Readiness activities to be completed including current case reviews and planning, closure of completed requests, remediation of CIS to ensure currency and accuracy of data for client transition to NDIS, support planning for priority clients, in addition to clients being referred to NGOs for goals and aspirational support planning.	In process	2016
Support NDIS & HC transitions	ADHC	Service Delivery Program	Targeted project to support staff with disability who are affected by the aged care and disability reforms. Collaboration with the Centre for Disability Studies, affiliated with the University of Sydney.	In process	2018

#### Improved organisational data

Overarching outcome	Division	Unit	Initiative	Status	Timing
Effective data communication	ADHC	NDIS Implement.	Trial 'site dashboards' to better communicate client data.	Ongoing	Ongoing
Improved client & NGO data	PSD	Service Systems Comm.	Portfolio information is captured on the properties that have been modified to meet the needs of community housing tenants with disability.	Ongoing	Ongoing
Improved client & NGO data	PSD	Service Systems Comm.	Profile information at NGO provider level is captured to monitor the percentage of clients with a disability housed in community housing and identify trends over time.	Ongoing	Ongoing

Overarching outcome	Division	Unit	Initiative	Status	Timing
Improved client & staff data	Western Cluster	NBMD	Community Support Team scoping activity complete to identify the number of staff in each discipline to support group home clients, community clients and capacity and sector readiness work.	Complete	2015
Improved client data	ADHC	Community Access	Website publication of employment outcomes of the Transition to Work (TTW) Program per industry. This provides information to young people with disability to assist them in choosing a TTW service provider that is achieving good employment outcomes and best meets their needs.	Ongoing	Ongoing
Improved client data	ADHC	SDR	CJP Database developed to ensure client information is maintained during the transition to NDIS, including clients' assessment information, historical information, relevant risk factors, behavioural management plans as well as analysis information related to service outcomes.	Ongoing	Ongoing
Improved client data	ADHC	Strategic Change	Review of the FACS Incident Reporting Policy and Guidelines for ageing and disability direct services.	Ongoing	Ongoing
Improved client data	Corporate Services	CGP	CGP provides strategic advice and specialist technical advice, data and reporting to FACS policy, program and operational units for a range of activities that support access to specialist and mainstream services for people with disability.	Ongoing	Ongoing
Improved client data	Corporate Services	CGP	Collection of end-to-end disability data to inform service planning and the NDIS transition across NSW.	Ongoing	Ongoing
Improved client data	Western Cluster & ADHC	M/FWD & System Dev. Reform	Database development to maintain client records, historical information by cleansing data and link to clients receiving packages.	In process	Ongoing

<b>Overarching outcome</b>	<b>Division</b>	<b>Unit</b>	<b>Initiative</b>	<b>Status</b>	<b>Timing</b>
Improved NGO data	Western Cluster	M/FWD	NGO support services funding and output data is cleansed and is linked to clients receiving services.	In process	2017
Improved staff data	Corporate Services	WSP	Employees with Disability' dashboard is created and used to more effectively communicate the data.	Ongoing	Ongoing
Improved staff data	Western Cluster	M/FWD	All records to be up-to-date with staff trained in the management of complex care; with a target of 100% compliance on Health Care, Nutrition and Swallowing, Restricted Practice and Behaviour Management plans.	In process	2016

## 16.7 Appendix 7: Planned efforts

### All Focus Areas

Sub-Area	Division	Unit	Initiative	Status	Timing
Engage & Consult	Corporate Services	Human Resources	Provision of secretariat services and support to the DEN.	Ongoing	Ongoing
Engage & Consult	SRP	Strategic Policy	DIP Action 3.3 FACS is leading 'Whole of Government' efforts to form Disability Employee Networks (DENs) in Government agencies state-wide.	Ongoing	Ongoing
Inform and support change	Corporate Services	HR Ops	FACS Disability Employee Network (DEN) support and secretariat services.	Ongoing	2014-2015
Plan to support change	All divisions	All units	Provide support and input into the FACS Disability Inclusion Action Plan and other agency or council DIAPs.	Complete	2015
Plan to support change	All divisions	All units	FACS Disability Employee Network (DEN).	Ongoing	2014-2015
Plan to support change	Corporate Services	HR Ops	DIAP Steering Committee and Working Group support and secretariat services.	Complete	2015
Plan to support change	Corporate Services	HR Ops	Coordinate the development of the FACS DIAP 2015-2019.	Complete	2015
Support NSW DIA	Strategic Policy	All units	Develop and support the implementation of the NSW Disability Inclusion Plan (NSW DIP).	Ongoing	Ongoing

Sub-Area	Division	Unit	Initiative	Status	Timing
Support NSW DIA	Strategic Policy	All units	DIP Action 4.1 FACS provides support and secretariat services to the 'Whole of Government' Disability Plan Implementation Committee established in 2014 to help develop the NSW DIP and will be reconvened in the second half of 2015.	In process	Ongoing
State-wide change	Corporate Services	Legal	Disability Inclusion Bill led by FACS legal and public consultation led to the commencement of the Disability Inclusion Act 2014.	Complete	2014

### Developing positive community attitudes & behaviours

Sub-Area	Division	Unit	Initiative	Status	Timing
Engage & consult	Northern Cluster	NSD	Development of a joint community engagement plan for the Northern Beaches including consultation with identified communities.	Planned	2016
Engage & consult	Southern Cluster	ISD	Support Illawarra Aboriginal Disability Advisory Group (ADAG) and Shoalhaven Aboriginal Network of Disability Services (SANDS) to deliver a conference to Aboriginal clients in November 2015.	Planned	2015
Inclusive practice	ADHC	Community Access	ADHC intranet page and e-Learning on Alzheimer's aimed at frontline staff who work with people with Younger Onset Dementia.	Planned	2015
Increased participation	SRP	Strategic Policy	Living Active Lives - six districts to pilot strategies to increase the participation of vulnerable older people.	Planned	Ongoing
Support NDIS	ADHC	NDIS ISD	Development of communication package for people with disabilities and their families, regarding mental health requirements.	Planned	2015

## Creating liveable communities

Overarching outcome	Division	Unit	Initiative	Status	Timing
Accessible client accom.	ADHC	NDIS Implement.	Guidelines for the admission, discharge and care of people with disability in general hospitals ensuring support needs met whilst they are in hospital and when they are discharged.	Planned	2015
Funding arrangements	Northern Cluster	All districts	Direct payment agreement to ensure NDIS readiness and to increase the number of individual funding arrangement to exercise choice and control.		
Funding arrangements	Western Cluster	M/FWD	Maintain and further develop the Individualised Options Team to increase the number of people with disability with individualised funding arrangements and amalgamated funding packages.	Planned	2016
Group homes	Western Cluster	M/FWD	FACS group homes to maintain minimum 90% occupancy rate.	Planned	2015
Group homes	Western Cluster	M/FWD	Accommodation Support to maintain staffing levels of direct care staff in all group homes to safely meet the needs of residents. Target 80% of all establishment positions in ongoing employment contracts.	Planned	2016
Inclusive practice	Southern Cluster	ISD	To re-negotiate and re-invigorate the existing partnership with Illawarra Shoalhaven Local Health District Mental Health, to increase input into local planning and decision-making through a robust governance framework.	Planned	2016
Inclusive practice	Southern Cluster	SESD	Implement the new quality framework for Accommodation and Respite services to enhance client care and safety within the District's Group Homes	Planned	Ongoing

Overarching outcome	Division	Unit	Initiative	Status	Timing
Inclusive practice	Southern Cluster	SESD	ADHC Group Home clients will have a current and relevant lifestyle plan.	Planned	Ongoing
Inclusive practice	Western Cluster	NBMD	Develop and implement the NBM Clinical Governance Framework including, the Quality and Safeguarding framework and a comprehensive local database of client services and risks.	Planned	2016
Inclusive communities	ADHC	NDIS Implement.	Active Support 'Train the Trainer' to equip participating service providers to sustainably incorporate Active Support methodology and philosophy in their support for people with disability in non government and ADHC supported accommodation services to implement person-centred service approach.	Planned	2015
Inclusive communities	ADHC	NDIS Implement.	The Accommodation Support Policy sets out the guiding principles for the provision of accommodation services and the corresponding fact sheet provides an overview for people with disability.	Planned	2015
Inclusive communities	ADHC	NDIS Implement.	Conversion of NDIS PDF documents to HTML based to ensure accessibility of information on the Internet and Intranet.	Planned	2016
Inclusive communities	ADHC	System Dev. & Reform	Annual Training Calendar - this ongoing structured initiative aims to reach a greater number of participants. It is a tools for practitioners to implement good practice when supporting people with disability. Available to mainstream service providers as well as the disability sector.	Planned	Ongoing

Overarching outcome	Division	Unit	Initiative	Status	Timing
Inclusive communities	Southern Cluster	ISD	Design and implement a Continuous Improvement Framework for ADHC Accommodation and Respite Services to improve the quality of life for people living in group homes.	Planned	2016
Inclusive communities	Southern Cluster	SWSD	Provide tailored information for CALD and Aboriginal communities to maximise community and provider understanding of person-centred choices in current and future service systems for people with a disability.	Planned	2016
Inclusive communities	Western Cluster	M/FWD	Ensure required Community Access resources are estimated and retained to meet existing and future client need for those clients unable to be transferred to the NGO sector.	Planned	2016
Patchwork	Northern Cluster	CCD	Increase allocation of High Priority BIS Plans to clients from 32.8% to 75%. Using Patchwork to connect agencies - key stakeholders are ADHC, Housing, CS, clients, Health, Education, Police, FRS and other agency partners. District Access Team (DAT) Transitional Support Team T(TST)	Planned	2016
Support diversity	Western Cluster	M/FWD	Target allocation of growth places to Aboriginal people with disabilities. Target 8 to 10% of growth places in 2015/16.	Planned	2016
Support NDIS	Northern Cluster	CCD	Prepare clients to be NDIS ready through educational forums such as 'My Choice Matters'.	Planned	2016
Support NDIS	Northern Cluster	CCD	Establish a Transition Support Team (TST) to provide specific behavioural and therapist support, planning and training to NGOs to build capacity and expand knowledge of ADHC services and client requirements.	Planned	Ongoing

Overarching outcome	Division	Unit	Initiative	Status	Timing
Support NDIS	Southern Cluster	ISD	Develop stakeholder communication and engagement plan for implementation following NDIS timeline confirmation from Central Office.	Planned	2015
Support NDIS	Southern Cluster	ISD	Lifestyle plan development to improve quality of life for people in the group homes in preparation for NDIS.	Planned	2016
Support NDIS	Southern Cluster	ISD	Contact and provide information to every current and previous Community Support Team client and/their family about the NDIS transition and timelines.	Planned	2016
Support NDIS	Southern Cluster	SWSD	Review sector capacity and capabilities to identify innovative practice and possible gaps in service delivery readiness for the transition to NDIS.	Planned	2016
Support NDIS	Southern Cluster	SWSD	Build sector capacity to deliver services previously delivered by ADHC.	Planned	2016
Support NDIS	Southern Cluster	SWSD	Develop and implement a pathway for children with disability leaving care that aligns with the NDIS.	Planned	2016
Support NDIS	Southern Cluster	SNSWD	Support through the NDIS transition including: support to Home Care through the transfer process; effective Restricted Practices Authorisation process; all accommodation clients have quality support plans in place; and operational clinical governance and quality and practice processes in place.	Planned	2018
Support NDIS	Western Cluster	M/FWD	Identify resources from Community Access that will be quarantined and retained for ADHC operated group home support until NDIS transition is complete.	Planned	2016

Overarching outcome	Division	Unit	Initiative	Status	Timing
Support NDIS	Western Cluster	M/FWD	Realign and quarantine Community Access resources to support the client profiling of group home residents prior to NDIS transition.	Planned	2016
Support NDIS	Western Cluster	WNSWD	Commission a feasibility study into possible models for semi privatisation of certain ADHC direct services to ensure ongoing service delivery for clients with complex needs, where high levels of specialist supports are required.	Planned	2016
Support NDIS	Western Cluster	WNSWD	Conduct information sessions with disability clients and their families across local communities regarding NDIS readiness and how individuals can prepare in terms of individualised funding and support planning.	Planned	2016
Support NDIS	Western Cluster	WNSWD	Monitor and report on funded organisations' progress towards NDIS readiness, including mapping forecast, strengths and gaps in the service system by service type and location.	Planned	2016

### Access to employment & workforce inclusion

Overarching outcome	Division	Unit	Initiative	Status	Timing
Employment of people with disability	Corporate Services	GSE Reform Team	Design inclusive recruitment processes in consultation with Disability Council.	Planned	2016
Employment of people with disability	Northern Cluster	NSD	Host a local ' Ryde Disability Employment Action' event bringing together all partners to create awareness of the issue, available support and opportunities for change.	Planned	2016

<b>Overarching outcome</b>	<b>Division</b>	<b>Unit</b>	<b>Initiative</b>	<b>Status</b>	<b>Timing</b>
Employment of people with disability	Northern Cluster	NSD	Disability Employment Action: Reactivate the 'strategic action cell' working group established by Ryde Council.	Planned	2016
Employment of people with disability	SRP	Strategic Policy	DIP Action 3.2 FACS has provided 'Whole of Government' cross sector disability employment forums.	Planned	2015
Employment of people with disability	Western Cluster	M/FWD	Create opportunities to attract and recruit people with disabilities into FACS.	Planned	2016

## Improving access to mainstream services

Overarching outcome	Division	Unit	Initiative	Status	Timing
Accessible information	ADHC	Strategic Change	Full review, audit and cleanse of content on both the ADHC Intranet and ADHC Internet. Ensure intranet and ADHC internet content is accessible for people with disabilities.	Planned	2016
Accessible information	ADHC	NDIS Implement.	NDIS Website. Website developed for rollout of NDIS in NSW. Website is being developed to meet the highest levels of accessibility and will come with certification.	Planned	2018
Build capacity	Southern Cluster	SWSD	Build the capacity of mainstream and generic community services and facilities to meet the needs of people with Disability.	Planned	2016
Engage & consult	Western Cluster	NBMD	Build on collaboration with Ability Links to promote services to people with disability and engage them in their local community.	Planned	2016
Funding arrangements	Southern Cluster	SESD	Choice, flexibility and control will be effected for people with disability through increased access to individualised funding arrangements, including people from CALD and ATSI communities.	Planned	Ongoing
Funding arrangements	Southern Cluster	SESD	The number of people receiving an individualised funding arrangement as per the Living Life My Way framework will increase.	Planned	Ongoing
Improved funding arrangements	Southern Cluster	SWSD	Increase the number of people with Individual Funding Arrangements and Direct Payment Agreements giving people with disability choice and control over their services and supports.	Planned	2016

Overarching outcome	Division	Unit	Initiative	Status	Timing
Inclusive practice	ADHC	System Dev. & Reform	The Therapeutic Brokerage Pool (TBP) provides funding for people with disability to access therapeutic resources and interventions for which there are no other funding alternatives.	Planned	2015
Inclusive practice	ADHC	System Dev. & Reform	The CMRS NGO project aims to provide input to the NGO sector by assisting them to develop &/or strengthen existing mentoring and review mechanisms for people with disability who have complex support needs and may exhibit challenging behaviour.	Planned	2015
Inclusive practice	ADHC	System Dev. & Reform	Develop and pilot a Practice Guide encouraging innovative and practical ways of supporting clients with an Intellectual Disability and Depression/Anxiety. The Guide will be piloted by service providers, carers and family members who support people with Intellectual Disability.	Planned	2016
Inclusive practice	ADHC	System Dev. & Reform	Develop and pilot a Practice Guide encouraging innovative and practical ways of supporting clients with an Intellectual Disability and Depression/Anxiety. The Guide will be piloted by service providers, carers and family members who support people with Intellectual Disability.	Planned	2016
Inclusive practice	Northern Cluster	CCD	0-8year old clients to receive inclusive services from NGO sector and trend down from 12.1% to 8%. Using Patchwork to connect agencies.	Planned	2016
Inclusive practice	Northern Cluster	CCD	Develop client centred support plans for all eligible Disability Clients through community pathways.	Planned	2016
Inclusive practice	Northern Cluster	MNCD	Develop and build client centred support plans through community pathways	Planned	2016

Overarching outcome	Division	Unit	Initiative	Status	Timing
Inclusive practice	Southern Cluster	SWSD	Increase the number of people with disability having a costed support plan.	Planned	2016
Inclusive practice	Southern Cluster	SESD	The inclusion of people with disability will be promoted by supporting NGOs to finalise their disability inclusion action plans.	Planned	Ongoing
Information accessibility	Southern Cluster	SESD	People with disability will be supported to link into their community through the District creating and maintaining effective partnerships with Ability Links, Aboriginal Ability Links and Early Links services.	Planned	Ongoing
Living Life My Way	Southern Cluster	SWSD	Implement the Living Life My Way Framework in South Western Sydney.	Planned	2016
Ready Together	Southern Cluster	SWSD	Finalise Ready Together growth funding of \$14 million in South Western Sydney	Planned	2016
Support Children 0-8 yrs. & families	Southern Cluster	SESD	The number of children (aged up to 8 years old) with disability who are transitioned/referred to and supported in NGO and mainstream services will increase through implementation of the Strengthening Support for Children & Families 0-8 years strategy.	Planned	Ongoing
Support NDIS	Southern Cluster	SESD	Preparation for and implementation of the rollout of the NDIS will be facilitated by NGO capacity building and planning to address identified gaps in service delivery.	Planned	Ongoing
Support NDIS	Northern Cluster	CCD	A strategic review of all case work for clients across the Transition Support Team and District Access Team will be undertaken that will identify and prepare clients for transfer to NDIS.	Planned	2016

Overarching outcome	Division	Unit	Initiative	Status	Timing
Support NDIS	Northern Cluster	CCD	Ensure that all group home client plans are up to date and in place.	Planned	2016

### Improved organisational data

Overarching outcome	Division	Unit	Initiative	Status	Timing
Improved client data	Northern Cluster	HNEC	Identification of the number of people with a disability in receipt of FACS child and family and/or housing services.	Planned	2016
Improved client data	Southern Cluster	ISD	Client Information System data is remediated to achieve an error rate of less than 5%.	Planned	2016
Improved client data	Southern Cluster	SNSWD	Implement a data working group to improve consistency, data remediation and performance outcomes.	Planned	2016
Improved client data	Western Cluster	M/FWD	Accommodation Support to integrate a multi-disciplinary team into operations to enable the collation and construction of detailed client profiles for each resident. Target 25% completion in 2015/16.	Planned	2016
Improved NGO data	Western Cluster	M/FWD	NGO minimum data set reporting is accurate and timely. 75% of all service providers meeting required outputs by end of 2015/2016.	Planned	2016

## 16.8 Appendix 8: Updated FACS Disability Inclusion Action Plan 2015-2019 - June 2019

### FACS Disability Inclusion Action Plan 2015-2019

Our focus areas	Initiatives we will focus on	Lead
<b>1. Develop positive attitudes and behaviours</b>	1.1 Build awareness and promote positive attitudes and behaviours	<b>DIAPIC Chair and all members</b>
	1.2 Embed accessible and inclusive procurement practices	<b>Procurement – Alistair Hunter, Chief Financial Officer</b> <b>ICT – Sarma Rajaraman, Chief Information Officer</b>
	1.3 Communicate and promote our work on accessibility and inclusion	<b>Ministerial and Communication Services (MACS) – Rod Nockles, ED MACS</b>
	1.4 Senior leadership commit to building an inclusive culture	<b>DIAPIC Chair – Anne Skewes</b>
<b>2. Create liveable communities</b>	2.1 Sponsor awards that recognise inclusive designs in public and private buildings	<b>Inclusion &amp; Early Intervention – Paul O’Reilly, ED Inclusion &amp; Early Intervention</b>
	2.2 Improve accessibility of FACS premises	<b>Accommodation Strategy – Alistair Hunter, Chief Financial Officer</b>
	2.3 Improve accessibility of the social housing portfolio	<b>LAHC – Anne Skewes, Deputy Secretary LAHC</b>
	2.4 Lead and support projects that improve accessibility and inclusion in our communities	<b>Inclusion &amp; Early Intervention – Paul O’Reilly, ED Inclusion &amp; Early Intervention</b>

<b>3. Support access to meaningful employment</b>	3.1 Provide targeted employment programs and career pathways	<b>People – Brigitte Fairbank, ED People</b>
	3.2 Support employees with disability through organisational reforms	<b>People – Brigitte Fairbank, ED People</b>
	3.3 Simplify workplace adjustment processes	<b>People – Brigitte Fairbank, ED People Disability Employee Network</b>
	3.4 Support FACS as a desirable employer for people with disability	<b>People – Brigitte Fairbank, ED People Disability Employee Network</b>
	3.5 Encourage employees to share diversity information	<b>People – Brigitte Fairbank, ED People Disability Employee Network</b>
<b>4. Improve access to mainstream services through better systems and processes</b>	4.1 Deliver the Digital Consolidation Program (DCP)	<b>Ministerial and Communication Services – Rod Nockles, ED MACS</b>
	4.2 Implement effective usability testing approaches	<b>Ministerial and Communication Services – Rod Nockles, ED MACS</b>
	4.3 Enforce digital accessibility standards for all published information	<b>Ministerial and Communication Services – Rod Nockles, ED MACS</b>
	4.4 Ensure all employees requiring assistive technology solutions have the access	<b>ICT – Sarma Rajaraman, Chief Information Officer</b>
	4.5 Share workforce diversity data to inform business decisions	<b>People – Brigitte Fairbank, ED People</b>

## 1. Develop positive attitudes and behaviours

Initiatives	Deliverables	Progress measure June 2019	Lead
1.1 Build awareness and promote positive attitudes and behaviours	<ul style="list-style-type: none"> <li>Develop and implement Disability Confidence e-learning for managers and staff</li> <li>Develop and implement the <i>Upholding the rights of people with disability</i> training package</li> </ul>	<ul style="list-style-type: none"> <li>Disability Confidence e-learning developed and implemented</li> <li>More than 50 employees completed the <i>Upholding the rights of people with disability</i> training package delivered by the Australian Human Rights Commission</li> </ul>	<b>People Inclusion &amp; Early Intervention</b>
1.2 Embed accessible and inclusive procurement practices	<ul style="list-style-type: none"> <li>Direct engagement with Disability Enterprises</li> <li>Make procurement related content and resources accessible</li> <li>Raise the compliance standards of FACS IT accessibility</li> <li>Review ICT procurement practices and enforce accessibility requirements</li> </ul>	<ul style="list-style-type: none"> <li>Renewal of two Disability Employment contracts at final stages – one for printing and the other for courier services</li> <li>Laundry, cleaning and ground maintenance procurements have encouraged ADEs to respond</li> <li>All ICT procurement activity includes specification for vendors to meet accessibility requirements as part of the tendering process</li> </ul>	<b>Procurement  ICT</b>
1.3 Communicate and promote our work on accessibility and inclusion	<ul style="list-style-type: none"> <li>Develop and showcase video of DIAP achievements</li> <li>Regularly communicate our DIAP work across the business through the Intranet, newsletters and other communication channels</li> </ul>	<ul style="list-style-type: none"> <li>DIAP and Disability Employment Network updates regularly published on intranet and through <i>The Headlines</i> newsletter</li> <li>Produced and published videos of Secretary and other leaders on DIAP-related matters.</li> <li>A Communication plan to promote work on accessibility and inclusion has been developed by MACS in conjunction with the DEN and Inclusion and Diversity</li> </ul>	<b>MACS</b>
1.4 Senior leadership commit to building an inclusive culture	<ul style="list-style-type: none"> <li>Regular discussion and reporting of DIAP progress to FACS senior executives</li> <li>All divisions are represented on the DIAP implementation committee</li> </ul>	<ul style="list-style-type: none"> <li>DIAP progress updates provided to the FACS Board regularly.</li> <li>DIAP Implementation Committee includes representation from across FACS</li> </ul>	<b>DIAPIC Chair</b>

## 2. Create liveable communities

Initiatives	Deliverables	Progress measure June 2019	Lead
2.1 Sponsor awards that recognise inclusive designs in public and private buildings	<ul style="list-style-type: none"> <li>Work with industry partners to sponsor awards that recognise inclusive designs in public and private buildings</li> </ul>	<ul style="list-style-type: none"> <li>FACS sponsored four inclusive design awards.</li> </ul>	<b>Inclusion and Early Intervention</b>
2.2 Improve accessibility of FACS premises	<ul style="list-style-type: none"> <li>Update and raise accessibility standards of the <i>FACS Office Accommodation Guidelines</i></li> <li>Ensure accessibility is a key requirement of office relocation projects</li> </ul>	<ul style="list-style-type: none"> <li><i>FACS Office Accommodation Guidelines</i> periodically updated</li> <li>The FACS Disability Employee Network is consulted throughout relocation projects</li> </ul>	<b>Accommodation Strategy</b>
2.3 Improve accessibility of the social housing portfolio	<ul style="list-style-type: none"> <li>Build homes that are easier and safer to use for all occupants</li> </ul>	<ul style="list-style-type: none"> <li>New social housing dwellings are built to meet the seven core liveable housing design elements through the Community Plus program</li> </ul>	<b>LAHC</b>
2.4 Lead and support projects that improve accessibility and inclusion in our communities	<ul style="list-style-type: none"> <li>Design and deliver the 2017 Live, Work, Play conference</li> <li>Provide secretariat support for the Disability Council and Carers Advisory Council</li> <li>Monitor and support Disability Inclusion Action Plans (DIAPs) across NSW</li> </ul>	<ul style="list-style-type: none"> <li>Conference held and achieved expected outcomes</li> <li>Continue to provide secretariat support for the Disability Council and Carers Advisory Council</li> <li>100% of NSW Government clusters and local governments have a DIAP</li> </ul>	<b>Inclusion &amp; Early Intervention</b>

## 3. Support access to meaningful employment

Initiatives	Deliverables	Progress measure June 2019	Lead
3.1 Provide targeted employment programs and career pathways	<ul style="list-style-type: none"> <li>Offer up to 10 Stepping Into Internships per year</li> <li>Work with the NSW Public Service Commission (PSC) to target candidates with disability through the Graduate Program</li> </ul>	<ul style="list-style-type: none"> <li>FACS offered 13 <i>Stepping into Internships</i> in the 2018/2019 financial year.</li> <li>The focus of this deliverable changed. FACS is working with PSC to pilot employment initiatives as part of the broader strategy <i>Jobs for People with Disability in the NSW Public Sector</i></li> </ul>	<b>People</b>

Initiatives	Deliverables	Progress measure June 2019	Lead
3.2 Support employees with disability through organisational reforms	<ul style="list-style-type: none"> <li>Ensure appropriate and reasonable adjustments are made to the recruitment, matching or placement processes where necessary</li> </ul>	<ul style="list-style-type: none"> <li>One restructure occurred during the life of the DIAP. People Directorate ensured that the change management plan included provisions to support people with disabilities throughout the placement process. This included the use of an external provider with specific expertise in this area.</li> </ul>	People
3.3 Simplify workplace adjustment processes	<ul style="list-style-type: none"> <li>Implement the <i>FACS Reasonable Adjustment Procedure</i></li> <li>Facilitate a smooth workplace reasonable adjustment process</li> </ul>	<ul style="list-style-type: none"> <li>FACS updated the <i>Reasonable Adjustment Procedure</i> in early 2019 to reflect changes in process due to structural changes in consultation with the Disability Employee Network</li> <li>Due to machinery of government changes (ie. the bringing together of FACS and Justice), the timeframe for this work has been extended to allow for appropriate consultation</li> </ul>	People
3.4 Support FACS as a desirable employer for people with disability	<ul style="list-style-type: none"> <li>Achieve and maintain the Disability Confident Recruiter status from the Australian Network on Disability</li> <li>Provide Disability Confidence training for managers and staff</li> <li>Partner with the National Disability Recruitment Coordinator (NDRC) to better promote FACS roles to people with disability</li> </ul>	<ul style="list-style-type: none"> <li>FACS has continued to maintain Disability Confident Recruiter status from the Australian Network on Disability.</li> <li>FACS has rolled out Disability Confidence e-learns for managers and employees in May 2019.</li> <li>FACS continues to promote roles through the National Disability Recruitment Coordinator</li> <li>Disability Employee Network worked with FACS Executive to grow awareness of workplace disability issues through a series of Roundtables, resulting in the number of Disability champions increasing from 1 to 20 in the first half of 2019.</li> </ul>	People

Initiatives	Deliverables	Progress measure June 2019	Lead
3.5 Encourage employees to share diversity information	<ul style="list-style-type: none"> <li>Regularly encourage employees to share diversity information through the FACS intranet, newsletters and other communication channels</li> <li>Develop a factsheet about sharing diversity information</li> </ul>	<ul style="list-style-type: none"> <li>FACS has continued to encourage employees to share their diversity information. This included promoting completion of this information in FACS communications. A Fact Sheet on sharing diversity information was also developed and promoted in <i>The Headlines</i> in February 2019. The Fact Sheet is also available on the FACS Intranet</li> </ul>	<b>People</b>

#### 4. Improve access to mainstream services through better systems and processes

Initiatives	Deliverables	Progress measure June 2019	Lead
4.1 Deliver the Digital Consolidation Program (DCP)	<ul style="list-style-type: none"> <li>Develop new site structure, design and content mapping for new FACS public website</li> <li>Develop a unified intranet for employees</li> </ul>	<ul style="list-style-type: none"> <li>New accessible FACS website has been implemented</li> <li>New unified and accessible FACS intranet has been implemented</li> </ul>	<b>MACS</b>
4.2 Implement effective usability testing approaches	<ul style="list-style-type: none"> <li>Pilot new and more effective usability testing approaches through the DCP</li> </ul>	<ul style="list-style-type: none"> <li>New usability testing approaches used in Digital Consolidation Program projects and lessons have been captured for future projects</li> </ul>	<b>MACS</b>
4.3 Enforce digital accessibility standards for all published information	<ul style="list-style-type: none"> <li>Develop and implement the <i>FACS Digital Accessibility Standard</i> and <i>Digital Content Style Guide</i></li> <li>Educate staff about digital accessibility by providing information, resources and training</li> </ul>	<ul style="list-style-type: none"> <li><i>FACS Digital Accessibility Standard</i> and <i>Digital Content Style Guide</i> has been developed and implemented</li> <li>Resources and information on digital accessibility are maintained on the intranet</li> </ul>	<b>MACS</b>
4.4 Ensure all employees requiring Assistive technology solutions have the access	<ul style="list-style-type: none"> <li>Implement clear processes and support all employees to access assistive technology solutions</li> </ul>	<ul style="list-style-type: none"> <li>ICT business partners continue to work with Disability Employment Network representatives on establishing processes to support all employees with assistive technology</li> </ul>	<b>ICT</b>
4.5 Share workforce diversity data to inform business decisions	<ul style="list-style-type: none"> <li>Develop and implement the <i>FACS Employee Diversity Dashboard</i></li> </ul>	<ul style="list-style-type: none"> <li>Managers and Analysts have access to the <i>FACS Employee Diversity Dashboard</i> and are provided with quarterly diversity data</li> </ul>	<b>People</b>

## **Jobs for people with disability: A plan for the NSW public sector**

As the leading NSW public sector agency for disability FACS, with the Public Service Commission leads on improving employment outcomes for people with disability across the state. The Plan aims to increase the number of people with disability employed across the NSW public sector from an estimated 2.7 per cent to 5.6 per cent by 2025. *The Plan* sets out the Government's vision to increase and retain the number of people with disability in the public sector over the next ten years. It is a vision that will see positive change to the public sector.

## **NSW Disability Inclusion Plan Evaluation**

FACS coordinated the review and reporting on the implementation of the NSW Disability Inclusion Plan. In April 2019, the Sax Institute presented the findings to the Disability Inclusion Plan Implementation Committee.

## **Review of the NSW Disability Inclusion Act (2014)**

The NSW Disability Inclusion Act (2014) is currently under review. FACS is coordinating public consultation, cabinet submissions, the drafting of discussion papers and drafting the final review report.

## **Integration of FACS services with the disability service system**

FACS program and service delivery leads continued to ensure that people with a disability who have contact with our services were fully supported, whether NDIS participants or not. This involved reviewing policies and procedures, and developing effective relationships with the NDIA and their funded disability service providers.