



CSNSW Disability Framework

Principles & Guidelines in developing a disability-centred approach

February 2025

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Statement on disability

Around 1 in 5 people in New South Wales have a disability¹. In the criminal justice system people with disability are disproportionately represented as both offenders and victims of crime², even more so for Aboriginal and Torres Strait Islander people. Successive studies have shown that traditional responses to disability in the criminal justice system have enabled marginalisation and discrimination, perpetuating a cycle of disadvantage, recidivism, and custodial sentences. Corrective Services New South Wales (CSNSW) recognises the importance of taking action to remove barriers that marginalise and discriminate against people with disability on individual, organisational and systemic levels.

CSNSW supports the General and Particular Groups Principles contained in sections 4 and 5 of the Disability Inclusion Act 2014 and in doing so values the diversity and lived experience of people with disability, the different cultural interpretations of disability experienced by Indigenous, LGBTQIA+ and culturally and linguistically diverse backgrounds, and how these diverse understandings of disability must be visible and valued in disability discourse and practice. Although women make up a fraction of the overall population of people on orders in NSW, women with disability often experience layers of disadvantage stemming from the issues at the intersection of gender and disability. Research indicates that 98% of women in custody have histories of trauma and victimisation, almost 85% have been victims of violence, and between 40% and 73% have an acquired brain injury³.

People with disability in the criminal justice system are vulnerable to experiencing continuous liminality – a state of ‘inbetween-ness’ – where full integration and status are not realised whether they are living in the community or involved in the criminal justice system. This confines people with disability to the margins of communities and systems, where pathways for the treatment and care of disability and disability-related behaviours becomes enmeshed within the criminal justice system and cycles of offending and disadvantages are reinforced⁴.

CSNSW recognises our responsibility in advancing and sharing knowledge that contributes to a better understanding of the nature and scope of these issues. This framework sets out the mechanisms and initiatives through which we can challenge the barriers of disablement for people with disability on orders and influence the criminalisation of disability within our scope. This includes a focus on cohorts that experience multiple layers of disadvantage and discrimination.

¹ Australian Bureau of Statistics (ABS) Survey, *Disability, Ageing and Carers*, 2018 (ABS Cat No 4430.0).

² NDDA, *Interaction of people with disability and the criminal justice system in NSW*, 2021.

³ Woods, C. (2023, January 17). *Women in prison*. Law Society Journal. <https://lsj.com.au/articles/women-in-prison/>.

⁴ McCausland, R., & Baldry, E. (2017). ‘I feel like I failed him by ringing the police’: Criminalising disability in Australia. *Punishment & Society*, 19(3), 290–309.

CSNSW has a vital role in improving the experience of people with disability in contact with the criminal justice system and endorses matching ability with opportunity: to focus on the strengths and capacities of a person with disability and remove the barriers that prevent full and meaningful participation in the interventions they need to improve their rehabilitative outcomes.

CSNSW's vision is to enable people with disability to:

- Fully and fairly exercise their legal rights while in our custody or under supervision.
- Receive humane and dignified treatment as mandated by human rights protocols.
- Feel confident their disability, health, and wellbeing needs will be met.
- Experience equal access to facilities, programs, and services.
- Feel safe in their environment.
- Be supported to recognise their individual strengths and capabilities.
- Exercise choice and control around the decisions in their own lives wherever possible.
- Feel visible and valued.
- Maintain connection with family and social supports.
- Be supported to be fully included in prison and community structures.
- Have Aboriginal perspectives on disability included.
- Have culture and cultural needs fully integrated into disability frameworks and practices.
- Benefit from policies and initiatives that are inclusive and disability centred.
- Benefit from an 'entry to exit' model of support, and a focus on linking people leaving custody with disability-specific supports such as the National Disability Insurance Scheme (NDIS) to improve reintegration outcomes.
- Benefit from a system that understands a person's needs, abilities, and functional capacity changes across the lifespan.
- Feel that they can safely pursue complaints or concerns, and that these will be appropriately responded to.

The CSNSW Disability Framework has been developed to affirm our commitment to people with disability who are on orders.

Introduction

CSNSW supports and advances the rights and needs of people with disability. This framework is predicated on the core principles of access and inclusion, dignity and respect, non-discrimination, equity, person-centred, and safety. These principles should underpin any initiative that seeks to elevate the position and outcomes of people with disability on orders.

The CSNSW Disability Framework has been developed to be complimentary and responsive to the other action plans and frameworks in CSNSW and the government more broadly. These are:

- NSW Disability Inclusion Plan 2021-2025
- DCJ Disability Inclusion Action Plan 2025-2029
- CSNSW Strategic Plan
- CSNSW Reframing Correctional Rehabilitation Framework
- CSNSW Aboriginal and Torres Strait Islander Cultural Safety Framework

Our shared key priority areas include:

- One team
- Enhanced case management
- Closing the gap
- Reduce unnatural deaths
- Reducing recidivism
- Positive community attitudes
- Improving access to mainstream services through better systems and processes

This framework highlights the policies, current mechanisms, and future aims for people with disability on orders and the shared commitment across all areas of CSNSW in working together to deliver a transformative experience for people with disability.

In CSNSW, the Diversity and Responsivity directorate of Strategy and Policy is responsible for the broad strategic direction regarding diverse populations, including people with disability. The strategic focus includes enhancing existing policy and procedure to facilitate an inclusive approach to diversity, and consultation focused on normalisation of diversity by building organisational capacity and enhancing responsivity to diverse groups. The operational focus, led by Statewide Disability Services (SDS) includes targeted, specific and time limited responses to people with disability with the highest need from custody through to community.

Disability Royal Commission

The Disability Royal Commission (DRC) was established in 2019 to investigate the ongoing and widespread reports of violence against, and the neglect, abuse, and exploitation of, people with disability. This included people with disability in contact with the criminal justice system. The Commission released its final report in September 2023 which detailed 222 recommendations covering a wide range of issues and systems to ensure a more safe, just, and inclusive society for people with disability. 24 of these recommendations are specific to the criminal justice system and the following 9 recommendations form the focus of CSNSW's work in this space.

Joint Commonwealth/State:

- 6.39 Improving collection and reporting of restrictive practices data.
- 6.40 Targets/performance indicators to drive the reduction and elimination of restrictive practices.
- 8.17 NDIS Applied Principles and Tables of Support concerning the justice system.

State:

- 6.35 Legal frameworks for the authorisation, review, and oversight of restrictive practices.
- 8.01 Conditions in custody for people with disability.
- 8.14 National practice guidelines for screening in custody.
- 8.15 Policies and practices on screening, identifying, and diagnosing disability in custody.
- 8.16 Support by First Nations organisations to people in custody.
- 9.03 Cultural safety of First Nations people in criminal justice settings.

In response to the final report and its recommendations, the Department of Communities and Justice (DCJ) established a DRC Taskforce working across NSW Government agencies to share information and combine efforts, including representatives from CSNSW, to review and address these recommendations. This work is ongoing.

Application

CSNSW is an executive agency of the Government of New South Wales. CSNSW operates the state's correctional centres, supervises people on orders in the community, and delivers programs to reduce reoffending, support reintegration and build safer communities. This framework refers to people with disability on CSNSW orders.

For the purposes of this framework, the definition of 'disability' has been co-opted from the Disability Inclusion Act 2014 (NSW) that broadly describes disability as including "a long-term physical, psychiatric, intellectual or sensory impairment that, in interaction with various barriers, may hinder the person's full and effective participation in the community on an equal basis with others."

A psychosocial disability is one that arises as from a mental health condition. CSNSW works in partnership with the Justice Health New South Wales (JHNSW) to assess, treat and manage the needs of people with a psychosocial disability.

People with disability engaged with CSNSW refers to people serving a custodial sentence – including those on remand – and people under supervision in the community on parole or another community-based order.

CSNSW acknowledges the use of language is important. If language is not used correctly it can lead to further marginalisation of individuals. CSNSW generally uses 'inmate' or 'offender' to discuss people on orders. However, this policy refers to people with disability. The rationale for this is to ensure that CSNSW uses person-centred language and removes stigmatising labels that further disadvantage people on correctional orders. It is assumed that people with disability in the context of this document are either in custody or are subject to a community order.

This framework provides CSNSW staff with a consistent approach to working with people who have a disability and who are on remand or custodial/community orders. CSNSW is also committed to improving disability responsiveness within its workforce. However, it is noted that these initiatives are led elsewhere in the agency and therefore this framework is specifically targeted to people with disability who are completing orders or on remand.

NSW Correctional Centres that are subject to Operating / Management Agreements (a 'contract') and operated or managed either by the State or a private service provider will be required to meet the Service Specifications and Key Performance Indicators (KPI) as detailed in respective contracts. Privately operated centres can and do create their own Action Plans to meet their contract needs which are vetted and endorsed by the State.

Legislation

There is a range of legislative and policy requirements that CSNSW is subject to in addition to the operation of international protocols and standards relating to people with disability in custody or on community supervision. These include:

International:

- UN Convention on the Rights of Persons with Disabilities
- UN Standard Minimum Rules for the Treatment of Prisoners

Federal:

- Disability Discrimination Act 1992
- Disability Services Act 1986
- National Disability Insurance Scheme Act 2013
- Australia's Disability Strategy 2021-2031
- Disability Services Act 1986

State:

- Disability Inclusion Act 2014
- Anti-Discrimination Act 1997
- DCJ Disability Inclusion Action Plan 2021 -2025
- Crimes (Administration of Sentences) Act 1999
- Crimes (Administration of Sentences) Regulation 2014
- Crimes Act 1900

CSNSW:

- NDIS Policy & Procedures
- Custodial Operations Policy and Procedures (COPP)
- Inmate Classification and Placement Policy

Approach to disability

CSNSW adopts a 'twin track' approach to disability which draws from evidence and models of best practice to ensure inclusive environments for people with disability. The twin track approach focuses on two equally important streams of service delivery:

- Targeted, Specific and Time-Limited: this involves addressing the specific needs of people with disability so they can fully participate in the interventions and rehabilitation they need.
- Inclusion and Integration: this involves including a disability perspective into the development of interventions and facilities to ensure equal accessibility and participation for all people, including those with disability.

Examples of CSNSW targeting and mainstreaming initiatives are listed below.

Targeted, specific and time-limited

Statewide Disability Services is a dedicated team within CSNSW that works in collaboration with other CSNSW staff to address the additional support needs of people with disability on orders. SDS operates in several capacities focused on rehabilitation for complex high needs individuals including direct work with people on orders, placements, and indirectly by providing advice to internal and external stakeholders. Key functions include:

- Three Additional Support Units (ASUs) located in the Long Bay Correctional Complex. ASUs accommodate people who, because of their cognitive disability, require placement outside the mainstream correctional centre environment. Focusing on building individual capacity and providing intensive and targeted interventions.
- Assessment to inform individual needs and provide diagnostic clarity.
- Intervention focused on developing individual support plans and building capacity for implementation.
- Coordination to enhance cohesion and engage adequate service response.
- Advocacy and support for people with disability within correctional centre environments and with external agencies for inclusion and to have their needs met.
- A commitment to ongoing consultation with Aboriginal leadership teams to understand the diversity of interpretations of disability within Aboriginal culture and better respond to the unique needs of this cohort.

Further targeting mechanisms include:

- Continuous improvement of policy and procedure to ensure the rights and needs of people with disability on orders.
- The Community Safety Program (CSP) which aims to reduce recidivism through supporting services to meet the needs of people with cognitive impairment who have significant contact with the criminal justice system, during their transition back into the community.

Inclusion and integration

- Disability awareness training available to all CSNSW staff so that knowledge and experience in responding to the needs of people with disability exists across all facilities and roles state-wide.
- Improving the availability and delivery of reasonable adjustments to meet the additional needs of people with disability in both community and custodial environments.
- Ensuring reasonable and necessary adjustments in all sectors of custodial and community corrections environments – including services and programs, work, and education opportunities – so that people with disability on orders have access to engage in all rehabilitative opportunities.
- Maintaining a register of accessible cells and conducting a survey of accessible interview/program/education rooms and visiting spaces to facilitate access by people with disability to mainstream spaces/facilities.
- Utilising technology and making accessibility adjustments to technology to increase participation rates for people with disability to access services and rehabilitation programs.

Key principles

These are the guiding principles that should underpin any initiative that a business unit develops in relation to disability. Operational initiatives include case management, programs and services, workforce capacity building, Corrective Services Industries (CSI), and the built environment. Incorporating these key principles will ensure a meaningful and consistent approach across CSNSW when developing and implementing initiatives. We aim to realise these principles for people with disability on orders through the actions taken across the directorates of CSNSW.

This section frames the key principles in the context of custodial and community corrections environments. It is important to note that the suggestions under 'principles in action' are not exhaustive, rather are intended to provide guiding examples of what kinds of actions and initiatives that can be taken to achieve our aims in each area. In addition, although these actions are separated into suggestions for custodial or community settings, many are interchangeable and equally applicable to both. This is represented by the '√' symbol.

Inclusion and accessibility

What does it mean?

Inclusion and accessibility are cornerstones of CSNSW's approach to disability. Disability inclusion and accessibility means understanding the barriers that people with disability face that adversely affect their full and just participation in all aspects of life and making the necessary adjustments to remove these barriers. Inclusion and accessibility involves more than considerations around physical spaces. Just as important are barriers experienced around communication, decision-making, programs and education, and social inclusion.

CSNSW aims to:

- Focus on capability and inclusion in all direct and indirect contact with people with disability.
 - Reduce barriers to physical accessibility in custodial and community settings.
 - Ensure all people with disability on orders have the same rehabilitative opportunities as people without disability on orders.
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Principles 'in action' in custodial centres	Principles 'in action' in community centres
<ul style="list-style-type: none"> • Ensure program and education rooms are accessible to people with physical disability by adding handrails, smoothing uneven entry ways, allowing lift access where already installed, and ensuring flooring is free from trip hazards. • Making reasonable adjustments to allow for the participation and benefit of programs, education, and CSI for people with a cognitive impairment. • Appropriate cell placement for a person's disability type and needs. • Include a person with disability in custody on the Inmate Delegate Committee (IDC) in each centre. • Installation of hearing loops in AVL suites so that people who are Deaf or hearing impaired can fully and fairly participate in legal and/or therapeutic sessions. • √ • √ 	<ul style="list-style-type: none"> • √ • √ • Strengthening partnerships and access to government partners and service providers within existing community corrections structures such as the Local Coordinated Multi-agency (LCM) program, Co-existing Disorders Program, community SAPOs and cultural officers. • Increasing identification and referral for the NDIS. • Identifying intervention pathways that focus on capacity building, life skills, and problem solving.

Person-centred

What does it mean?

Taking a person-centred approach means focusing on a person in their entirety through a strengths-based lens, rather than focusing on their impairment and perceived limitations. Supports and services are tailored where possible to meet the unique needs of a person, moving away from a ‘one size fits all’ approach. An important part of the person-centred principle is that it recognises the person as the ‘expert’ of their own lives. While this may seem simple enough, many people with disability have not been afforded this in decisions and choices about their needs, supports, and goals. Whether you’re in a custodial, community, policy, industries, or other area of CSNSW, ‘nothing about us without us’ is a starting point in achieving person-centredness.

CSNSW aims to:

- Focus on strengths and capability in all direct and indirect contact with people with disability.
 - Ensure people with disability are included in decision making.
 - Include person-centred practices in all policies and procedures.
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Principles ‘in action’ in custodial centres	Principles ‘in action’ in community centres
<ul style="list-style-type: none"> • Case management planning with the person, not for the person. • Creating policies and processes that support a consistent and coordinated ‘entry to exit’ model of care. • √ • √ 	<ul style="list-style-type: none"> • Creating case plans with the person, not for the person. • EQUIPS course delivery is adapted to meet the learning needs of the person so they can participate in interventions that address criminogenic needs. • Improving information exchange between agencies and governments at all levels.

Dignity and respect

What does it mean? Dignity and respect aren't often associated as important principles when it comes to working with people on orders, yet they are central tenets of a human rights approach to service delivery and models of care. People with disability have historically been subjected to degrading and inhumane treatment, including the language used about and towards them. Language is powerful in its ability to define a person or a group of people. Language shapes attitudes, attitudes inform actions, which then transcends intentionally and unintentionally through systems and structures. Ableist language refers to language that is derogatory, abusive, or negative about disability.

- CSNSW aims to:**
- Have a workforce that treats people on orders with dignity and respect.
 - Eradicate the use of ableist language towards and about people with disability.
 - Use practices that are not demeaning or degrading for people with disability.
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Principles 'in action' in custodial centres	Principles 'in action' in community centres
<ul style="list-style-type: none"> • Modelling respectful behaviour towards people with disability to help eradicate derogatory language and attitudes in the workplace. • Building self-awareness about how verbal and non-verbal communication may illicit a shame response in a person with disability for example, when an aged & frail person takes a longer time to mobilise and walk to the clinic. • Treating people with disability with the same inherent value and worth as people without disability. • √ 	<ul style="list-style-type: none"> • √ • Ask, don't assume what they can or cannot do as part of their supervision. • Collaboration with the person to problem solve to avoid breach action. • √ • Ask the person how they would prefer to be referred to as. Many people prefer 'person with disability' however some people prefer 'disabled person'.

Non-discrimination

What does it mean?

Non-discrimination is a central principle under the UN Convention on the Rights of Persons with Disability. It involves equal access, fair treatment, and legal protections. Conscious and unconscious discrimination refers to two different ways that biases can manifest in behaviour and decision-making. Conscious discrimination occurs when there is an intentional action or attitude that reflect prejudice against a person *because* they have a disability. For example, the belief that a person with cognitive impairment cannot participate in an EQUIPS program or education course because of their type of disability. Unconscious discrimination stems from stereotypes and societal norms that influence perceptions and decisions, often leading to unintentional discriminatory behaviour. For example, directing conversation to a support person during an interview with a person who is Deaf, rather than the person.

Disability microaggressions are subtle, often unintentional comments or behaviours that convey negative stereotypes or attitudes towards people with disability. For example, helping a person in a wheelchair when they have not requested help, speaking to a person with cognitive impairment like they are a child, or speaking loudly to a person who is Deaf. Although they can come from a ‘well-meaning’ attitude, microaggressions reinforce harmful stereotypes and perpetuate limitations on people with disability.

CSNSW aims to:

- Improve awareness in staff of conscious and unconscious bias towards people with disability, and how this can translate into adverse treatment and outcomes.
- Scrutinise policies, processes, and training to ensure they are free from discrimination and microaggressions.
- Centre human rights in correctional service models.

Principles ‘in action’ in custodial centres	Principles ‘in action’ in community centres
<ul style="list-style-type: none"> • Developing the capacity of correctional staff in delivering effective and responsive disability-centred case management interventions and strategies. • Familiarising and adhering to central non-discrimination legislation such as the Disability Discrimination Act 1992. • Establishing a safe and accessible grievance process that allows and encourages people with disability on orders to report discrimination or other issues. 	<ul style="list-style-type: none"> • Community Corrections staff to consider their own attitudes and perceptions towards disability as part of case planning to ensure the person on supervision isn’t being limited in their opportunities to engage in interventions. • √ • √

Equity

What does it mean?

Equity means that we need to ensure fair treatment and equal opportunities for all people regardless of their abilities. Fairness does not mean the same for all, rather that people with disability will require different supports and accommodations to have a level playing field (achieve the same outcomes) as people without disability.

Equity is also not just about equality by acknowledging or addressing the barriers and challenges people with disability experience. This principle means that we need to advocate for inclusive practices within CSNSW which cater to diverse needs, fostering custodial and community environments where all people on orders can participate fully.

CSNSW aims to:

- Remove barriers for people with disability that restrict access to facilities and physical spaces.
- Ensure all people with disability on orders have the same rehabilitative opportunities as people without disability on orders.
- Provide services, programs, and supports to people with disability that improve equity and meet disability-specific, and rehabilitation needs across custody and community settings.

Principles 'in action' in custodial centres	Principles 'in action' in community centres
<ul style="list-style-type: none"> • Ensuring access to tablets for people who experience difficulty using existing telephone equipment to communicate with family, friends, and support services. • Accessible CSI workspaces that can accommodate wheelchairs, feature adjustable tables, quiet spaces, have written and visual prompts for tasks. • Streamlining identification of people with disability for timelier referral and access to specialist units, services, programs, and supports. 	<ul style="list-style-type: none"> • Communicating with external course providers to ensure what reasonable adjustments are needed so the person with disability can participate. • Developing case plans that match ability with opportunity. • Updating policies to recognise the different supervision needs of a person with disability to meet expectations and outcomes.

Safety

What does it mean?

Disability safety is a multi-faceted concept. For many people, the physical safety for a person with disability is the perspective that comes to mind and while that is of significant importance, there are other considerations at the intersection of disability and safety that are equally paramount.

Cultural understandings of disability can differ widely. Aboriginal and Culturally and Linguistically Diverse (CALD) beliefs around disability will inform the considerations needed to ensure cultural safety. For example, in some CALD cultures disability can be perceived as something negative, or the belief that disability is a punishment for past sins of the family. This can add to the shame and stigma of disability and make it difficult for a person to talk openly about their disability and disability needs. The Deaf community in Australia is also considered a CALD group. In Deaf culture, being Deaf is often not seen as being disabled, rather is its own culture with language (Auslan), values, and a strong sense of pride.

Psychological safety is the belief that you can speak up, share ideas, and express concerns without fear of negative consequences, such as ridicule, punishment, or ostracism. When people with disability on orders experience psychological safety, they are more likely to participate in opportunities and interventions that improve their rehabilitative outcomes.

CSNSW aims to:

- Ensure people with disability on orders experience safe and humane treatment.
 - Foster a culture where people with disability can raise concerns without fear of judgement and retaliation.
 - Create environments where people with disability feel accepted, respected and valued.
 - Ensure robust emergency plans for people on orders are accessible and inclusive, so everyone can evacuate safely.
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Principles 'in action' in custodial centres	Principles 'in action' in community centres
<p>Where possible (i.e. no security issues) using open and transparent communication with people with disability.</p> <ul style="list-style-type: none"> • Creating spaces without obstacles that could be hazardous e.g. ramps instead of steps, concrete paths instead of brick pavers. • Appropriate cell placements for people with complex support needs. • Ensuring staff are trained in how to assist people with disability in emergencies. <ul style="list-style-type: none"> • √ 	<ul style="list-style-type: none"> • √ • Partnering with internal and external supports and services to provide wraparound case management. • Create genuine rapport with the person with disability during supervision. • √ • Advocate with external providers such as Housing NSW when the person with disability is in accommodation that is unsuitable or unsafe for their disability needs. • Promoting inclusive behaviour across teams and actively addressing biases and discrimination.

Safe custody and security

This framework acknowledges the complex intersection of disability and correctional management, particularly the use of restrictive practices on people with disability. CSNSW is, by definition, an involuntary institution governed by a set of legislative instruments which guide practice (see Crimes (Administration of Sentences) Act 1999 and Crimes (Administration of Sentences) Regulation 2014). It is the remit of all correctional facilities to provide safe and secure environments for all people on orders and staff and as such, includes the use of some restrictive practices where there is an identified harm or risk of harm. CSNSW adheres to a model of least restrictive care consistent with common restrictive practice principles that aims to balance the safety and security of people on orders and staff with the rights and dignity of all persons. CSNSW adopts a range of mechanisms to achieve this including:

- Individual risk management strategies that incorporate the specific needs and responsivity issues of a person's disability.
- Management strategies that are proportionate to the level of risk.
- Behaviour management plans that are developed by a multi-disciplinary team, and follow strict authorisation, monitoring, and formal review timeframes.
- Prevention and intervention strategies that are time limited.

Reducing recidivism

A significant part of CSNSW's remit is continuing improvement in reducing recidivism. When people with disability on orders are appropriately and equally supported, they can participate in, and benefit from, interventions that address their offending behaviour and risk factors. Wherever possible, initiatives include:

- Increasing opportunities for people with disability to engage in criminogenic programs and case planning regardless of correctional centre location.
- Utilising a continuous model of care as a person with disability progresses through correctional services.
- Individualised release planning and engaging post-release supports to target risk, needs and responsivity factors in the community.
- Continued development of programs and services to meet the needs of marginalised groups including Aboriginal and Torres Strait Islander people with disability, LGBTIQ+ people with disability, and culturally and linguistically diverse people with disability.
- Working in partnership with stakeholders that focus on strengthening diversionary pathways for people with disability away from the criminal justice system.
- Working collaboratively with disability service providers to share knowledge, identify gaps, and capacity build the sector to improve ongoing support of people with disability to lead positive and connected lives.

Governance and accountability

CSNSW employs a range of quality assurance mechanisms for the monitoring and evaluation of this framework's progress and outcomes. These include:

- Aligning with the strategic and operational objectives of CSNSW.
- Benchmarking through the collection and analysis of data regarding the services and programs undertaken with and on behalf of people with disability, to identify gaps, underpin strategies and drive continuous improvement.
- Annual focus groups with participants of the ASUs to ensure the lived experience and voices of people with disability are integrated into the development of services, programs, and policies.
- Monitoring of feedback from community meetings as part of our consultative process for improving service delivery.
- Adherence to policy and procedure review timeframes.

Our proposed governance model is designed to organise CSNSW's operations and initiatives in the disability space ensuring accountability, integrity, collaboration, and transparency. Key elements of the governance model include:



1. Vision and mission – clear articulation of the purpose and long-term goals.
2. Leadership commitment – involvement and endorsement from the CSNSW executive to champion the strategy and governance committee.
3. Stakeholder engagement – active participation of people with disability, advocacy groups, academics and peak bodies in the planning and implementation process.
4. Policy framework – integration with existing policies and alignment with local, national, and international requirements.
5. Accessibility measures – guidelines to ensure physical, digital and communication accessibility.
6. Training and education - ongoing training programs for staff about disability awareness and best practice including partnership with Brush Farm Correctives Services Academy to co-design CSNSW and role specific training modules.
7. Feedback mechanisms – regular feedback loops with stakeholders and people with lived experience to continuously improve the framework and other initiatives.
8. Reporting and accountability – transparent reporting structures and accountability measures.
9. Continuous improvement - mechanisms for regular review and updates to the framework to ensure it remains relevant and effective, including in response to legislative changes and other reform.
10. Performance metrics - Establishment of clear KPIs and measurement tools to track progress and effectiveness.
11. Resources allocation – ensuring sufficient resources, including budget, staff and technology as part of any new projects or initiatives to meet key principles of disability inclusion.

Definition of terms

Terms	Definition
CSNSW	Corrective Services New South Wales
JHNSW	Justice Health New South Wales
NDIS	National Disability Insurance Scheme
NDIA	National Disability Insurance Agency
DCJ	Department of Communities & Justice
SDS	Statewide Disability Services
DRC	Disability Royal Commission
D&R	Diversity & Responsivity Directorate
SAPOs	Services and Programs Officers
CALD	Culturally and Linguistically Diverse

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