



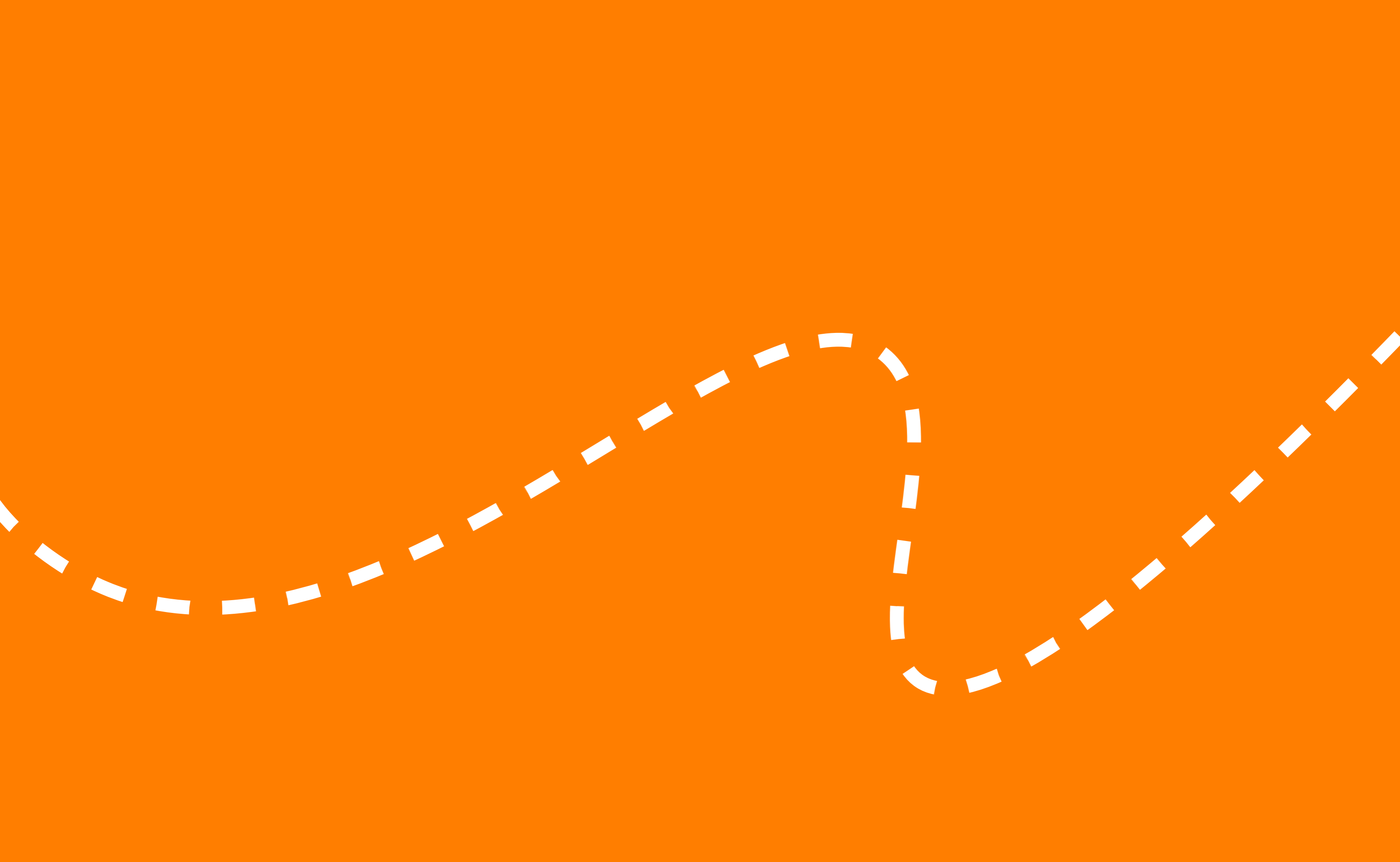
# Disability Inclusion Action Plan

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**CITY OF  
PARRAMATTA**

**2022–2026**



We respectfully acknowledge the Traditional Owners and custodians of the land and waters of Parramatta, the Dharug peoples.

*Nunanglanungdyu Barramada gulbanga mawa naa Barramadagal dharug ngurrawa badura Barramada dharug yura*



# Recognition of the Dharug Peoples

City of Parramatta recognises the Dharug peoples as traditional owners, peoples of the oldest continuous living culture in the world.

For more than 60,000 years, Parramatta has been home to the Dharug peoples, the traditional custodians of the land we call the City of Parramatta today. The Dharug peoples have cared for and nurtured the habitat, land, and waters for thousands of generations, and maintain an ongoing connection to Parramatta and its surrounding areas. A modern society and global city can learn from the resilience and community spirit of First Nations to ensure a sustainable City for all.

Parramatta has always been an important meeting place for First Nations, particularly the Parramatta River, which has provided life and vitality since the beginning of time (The Dreaming). The name Parramatta is a derivation of the word Barramada or “place where the eels lie down” (breeding location for eels within the Parramatta River).

Parramatta Square has also always been a meeting place for Dharug clans, for other First Nations peoples and for the waves of migrants who have come to call Parramatta home.

City of Parramatta recognises the significance of this area for all First Nations peoples as a site of early contact between Indigenous Australians and European Colonists, and Parramatta remains an important meeting place for Indigenous Australians.

First Nations peoples continue to play a vital role in the ecological, economic, and social and cultural life of Parramatta, while maintaining a distinct culture built on the principles of Caring for Country, the primacy of family, and the dignity and governance of Elders.

At City of Parramatta, we imagine a future where the cultures, histories and rights of all First Nations are understood, recognised, and respected by all Australians. The City of Parramatta is committed to playing an active role in making this future a reality.

Since the implementation of Council’s Stretch Reconciliation Action Plan (RAP) we have continued our support of the Dharug and broader First Nations community. Over 2020/21 Council has continued its development and progression of major outcomes from the RAP including cultural infrastructure, public art, and interpretation in Parramatta Square and in the public domain throughout

the LGA. This has also included usage of Dharug language with permission and protocol, in a major signage project that incorporates Dharug and First Nations perspectives in sustainable place-making.

Council also provided vital support to First Nations community during the global pandemic which enabled the continuation of important language programs and had important social connection outcomes.

We have also established a partnership with the Western Sydney Wanderers Football Club Foundation to increase First Nations children and young people’s participation in sport and commenced meaningful dialogue with our First Nations community on the strategic direction of Council including in key documents and long-term processes such as the Community Strategic Plan.

City of Parramatta is proud to acknowledge the ongoing stewardship of Country by Dharug and is committed to the healing process of Reconciliation and to ensuring Parramatta remains a place of choice to live, work and play for First Nation peoples.



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# Message from the Lord Mayor

On behalf of the City of Parramatta, I am pleased to present the Disability Inclusion Action Plan (DIAP) 2022–2026.

This plan demonstrates Council's commitment to better understand and respond to the needs of people living with disability in the City of Parramatta.

It is important that the goals and actions we set out in this four-year plan place people and communities at the heart of what we do. They must reflect the needs and aspirations of those who live with or support someone living with disability.

Council undertook extensive consultation with our community, local service providers, peak organisations, carers and staff, to understand peoples lived experience, what we are doing well and the areas for improvement.

The DIAP contains practical measures and actions that Council can take to dismantle the barriers preventing individuals from participating fully in our community. It sets new goals and aligns them in four focus areas - creating liveable communities; developing positive attitudes and behaviours; supporting access to meaningful employment; and improving access to services through better systems and processes.

I encourage you to read the plan, to learn more about what the City of Parramatta is doing to improve inclusivity for everyone.

Councillor Donna Davis  
Lord Mayor



# Introduction

For 2022-2026, City of Parramatta (Council) has developed a Disability Inclusion Action Plan (DIAP) that recognises how many of the actions in 2017-2021 have become ongoing Business as Usual, now incorporated seamlessly by our business units.

This DIAP aims to start with this foundation and stretch Council to achieve the goals of focusing on developing positive community attitudes, creating liveable communities, while allowing for meaningful employment pathways and using technology to make council systems and processes accessible.

There are three sections in this document that reflect the spirit and direction of the DIAP: Collaborative, Actionable, Accountable, as follows:



## Collaborative

(Co-designed with Community)

- ▶ Community Snapshot
- ▶ Legislative Context
- ▶ Profile of Our Community Members
- ▶ Community Engagement



## Actionable

- ▶ **Our Ongoing Commitments** — actions that have become business as usual (BAU) Council has developed the expertise, experience, and partnerships to deliver these above what is compliance.
- ▶ **New Actions** — identified actions through consultation externally and internally and will be Council's focus 2022-2026.



## Accountable

- ▶ **Outcome Measurement Framework** developed to support the measurement of progress towards four focus areas and to track progress for disability and inclusion over time

### WHAT IS THE RESULT?

A co-designed document, with strong support within Council, and community support for the plan and its outcomes. The intention is for this to be a living document that guides Council both in implementing specific actions and creating opportunities for partnerships to flourish.



# NEW ACTIONS OVERVIEW

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1.1 Focus Areas

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1.2 Collaborative

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# Focus Areas

As a Council we wanted to be upfront about what the new actions will be for the next four years while building on the foundations of what have come to be our ongoing commitments.

Here is an overview of the new actions:

Focus Area	New Action
 <p><b>Developing Positive Community Attitudes &amp; Behaviours</b></p>	<p>Deliver Inclusion Education activities (for staff and Councillors) to increase understanding of inclusive practices.</p> <p>Develop an Inclusive Customer Care Guide-with roles/responsibilities for all front facing staff.</p> <p>Develop a Communications Plan to promote the DIAP and its achievements internally and externally.</p> <p>Coordinate delivery of a program of activities to mark International Day of People with a Disability.</p>
 <p><b>Creating Liveable Communities</b></p>	<p>Deliver training on Universal Design principles to staff involved in planning and design to ensure consistency of application.</p> <p>Leverage Destination NSW's implementation of inclusive and accessible training workshops for tourism operators in the LGA.</p> <p>Increase the installation of permanent and temporary digital wayfinding kiosks around Parramatta's CBD to ensure visually impaired people have better access.</p> <p>Design new Council Chambers in Parramatta Square to enable and encourage access and full participation by Councillors and community members with access needs.</p> <p>Creation of quiet spaces to escape sensory overload in existing and new public areas to increase access for all.</p>



Focus Area	New Action
 <p><b>Supporting Access To Meaningful Employment</b></p>	<p>Implement Council's Diversity, Equity &amp; Inclusion Strategy to develop a more inclusive workplace.</p> <p>Join Australian Network on Disability (AND) bronze membership and activate Access and Inclusion Index to enable benchmarking.</p> <p>Undertake Australian Network on Disability (AND) Disability Confident recruitment education for Talent Acquisition staff to increase access to employment and ensure inclusive work practices.</p> <p>Implement a Disability Employee Resource Group (ERG) to increase awareness of disability inclusion and improve inclusive work practices.</p>
 <p><b>Improving Access To Services Through Improved Systems &amp; Processes</b></p>	<p>Work towards developing subject matter experts on inclusion and access in each Directorate to support the application of inclusive practices.</p> <p>Working towards achieving Web Content Accessibility Guidelines (WCAG) 2.1AA to continually improve access to information.</p> <p>Develop inclusive guidelines for content, this includes language, contrast, font/size/spacing, representation in imagery to ensure accessibility of information produced.</p> <p>Develop a robust Outcomes Measurement Framework. Working collaboratively with subject matter experts, and the community to create a framework that will track progress on improving outcomes.</p>



# 1.2

# Collaborative

## Community Snapshot

To better understand the experiences of people living with disability in our community, this DIAP is supported by primary data captured at a local, state and federal level. To help communicate this

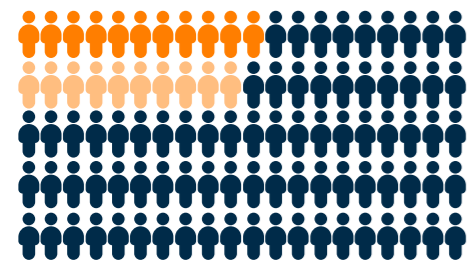
information we have used data from the Australian Bureau of Statistics (ABS) including the 2016 Census and the 2018 survey on Disability, Ageing and Carers. The insights into Australian's lived experiences

of disability that were gained from this research have also been supplemented by the consultation process reported later in the DIAP.

## Disability in City of Parramatta

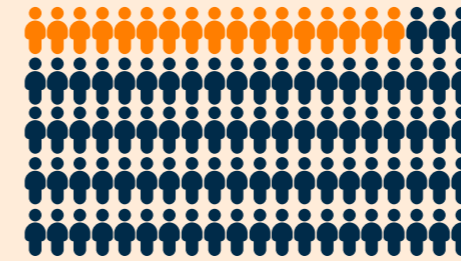
In 2018, the ABS reported that 4.4 million (17.7%) of Australians were living with a disability. In the City of Parramatta, a total of 27,817 people reported a need for assistance in the 2016 Census. In the City of Parramatta, this is equivalent to 11.3% of the local population.

### What if the City of Parramatta was a village of 100?



● Disabled	11 out of 100 people in Parramatta would be living with a disability
● Carer	10 out of 100 people in Parramatta would be carers
● Other	79 out of 100 people in Parramatta would not be living with or caring for a disability

### What if NSW was a village of 100 people?



● Disabled 17 out of 100 people would be living with a disability

●●●●●●●●○○○○○○○○	Of those 17, 9 would use aids or equipment
●●●●●○○○○○○○○○○	5 would have completed year 12 equivalent
●●●●●○○○○○○○○○○	2 would have a bachelor's degree and above
●●●●●○○○○○○○○○○	4 would report avoiding situations due to disability
●●●●●○○○○○○○○○○	8 would be on a pension and/or govt allowance
●●●●●○○○○○○○○○○	2 would be working fulltime
●●●●●○○○○○○○○○○	1 would report they have experiencing discrimination or unfair treatment
●●●●●○○○○○○○○○○	4 would be in labour force (of which 10% would be unemployed)
●●●●●○○○○○○○○○○	3 would receive assistance with mobility

### Of our residents living with a disability in City of Parramatta

💰	<b>Income</b>	<b>33.4%</b>	Earn less than \$750 a week, compared to 19.4% of the general population.
🎓	<b>Education</b>	<b>28.9%</b>	hold a non-schooling qualification, compared to 58% of the general population.
🏠	<b>Social Housing</b>	<b>18.8%</b>	are living in social housing, compared to 5.2% of the general population.
👤	<b>Labour Force</b>	<b>87.4%</b>	are not in the labour force, compared to 32.1% of the general population.
👤	<b>Unemployment</b>	<b>17.7%</b>	of those identified as being in the labour force were unemployed, compared to 7% of the general population.
🚗	<b>Car Ownership</b>	<b>83.1%</b>	live in a household that owns at least one motor vehicle, compared to 82.4% of the general population.
📶	<b>Internet Access</b>	<b>77.4%</b>	live in a household that has access to an internet connection, compared to 83.5% of the general population.
👤	<b>Carers</b>	<b>10.4%</b>	lof people aged 15+ provide unpaid assistance to a person with a disability, long term illness or old age. This is a total of 19,182 people.



## Community Profile Introducing Greg

Greg has lived in the Parramatta LGA since 1985. He is a proud contributor to the community and volunteers at the Female Orphan School. He pushes through Parramatta almost every day.

"I'm really looking forward to the River Strategy being implemented. I believe this is the most important project for Parramatta."

Whilst Greg is Parra Proud, one of his biggest bugbears is the ramps that he uses to cross roads and access various places within the city.

"Many ramps are too steep to cross safely," Greg says, "Or the ramps have square edge bumps that make them impassable. Getting from the River Cat to Parramatta Station is also very difficult if you are not aware of a safe path."

Greg dreams of the day when the major works are completed, and the city is open for pedestrians to enjoy. "No cranes, no closed roads and no high-rise construction. I want Parramatta to be a centre for higher education with young people streaming in from all parts of Sydney to study. I want 'cafés and restaurants open late into the night. I want to be able to go to go to the Riverside Theatre regularly and see top notch shows."



# POLICY AND LEGISLATIVE CONTEXT

- 2.1 The need for an Action Plan
- 2.2 Legislative Context

## 2.1

# The need for an Action Plan

Council is committed to working in partnership to achieve greater outcomes of equity and inclusion for people with disability and their support networks.

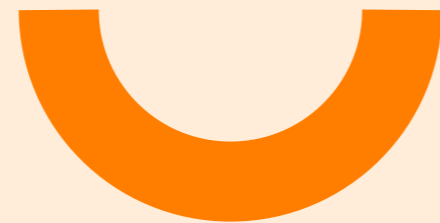
Through rigorous community engagement, City of Parramatta Council has identified what we are doing well (and need to continue doing) and areas where we can do better, and know improvement is needed. We are committed to meeting the needs of staff, and to supporting all members of our community to achieve their goals, especially people with disability.

We also recognise Council's responsibility to adhere to state federal, and global obligations.

Our Disability Inclusion Action Plan (DIAP) is specific to the Parramatta Local Government

Area, its people, and those who visit for leisure, work, and other reasons. As such, the DIAP will make an important contribution towards achieving the goals of City of Parramatta's Community Strategic Plan (see figure 1), and to supporting delivery of Council's suite of strategic documents.

Looking forward, we believe that City of Parramatta and our community are well-placed to remove barriers together and to achieve our community driven goals and outcomes..



## 2.2

# Legislative Context

This Disability and Inclusion Action Plan is focused on the Parramatta LGA and the people who live, work and play here. However, the Plan is informed by the growing body of principles and laws that have developed both domestically and internationally in relation to disability.

The ratification of the United Nations Convention on the Rights of Persons with Disabilities in 2008 signified a shift in attitude toward people with disability. This process acknowledged and addressed the need for equal rights for people with disability and acknowledged that people with disability have the same rights as those people without disability and that human rights should be protected by law and promoted by Government.

All levels of Government across Australia have now committed to creating a unified, national approach to improving the lives of people with disability, their families, and carers through the adoption of the National Disability Strategy in 2021. In this 10-year plan for improving life for Australians living with a disability, their family and carers, State and Federal governments have committed to an approach where the individuals' choices and needs are the central focus.

At the State level, the NSW Disability Inclusion Act was passed by the NSW Parliament in 2014. The NSW Disability Inclusion Act is based on a social model of disability which highlights that disability is not just about an individual or their impairment. Rather, that disability arises from the interaction between people living with impairments and the barriers faced in their physical, attitudinal, communicative, and social environments.

The NSW Disability Inclusion Act requires State and Local Governments to develop Disability Inclusion Action Plans to ensure that practical measures are taken at a State and Local level, to uphold rights and improve inclusivity of people with disability. This Disability and Inclusion Action Plan represents the City of Parramatta Council's commitment to meet these obligations.

A range of other legislation and policies are also relevant to the Disability Inclusion Action Plan. The Disability Discrimination Act (DDA) 1992 states that discrimination on the basis of disability is unlawful. Therefore, Council is committed to making all facilities and services accessible and equitable, ensuring that we meet the requirements of the DDA to the highest possible degree.

### OTHER LEGISLATION RELEVANT TO THIS PLAN INCLUDES:

Commonwealth Disability (Access to Premises - Building) Standards 2010

NSW Anti-Discrimination Act 1977 No.48

Australian Standard (AS 1428.1:2021) - Design for Access and Mobility

Disability Standards for Public Transport 2002

Web Accessibility National Transition Strategy 2010



# OUR VISION

- 3.1 Our Vision**
- 3.2 Community Engagement**
- 3.3 Actionable**
- 3.4 City of Parramatta Program – All Abilities**
- 3.5 New Actions**
- 3.6 Outcomes Measurement Framework**
- 3.7 Theory of Change**
- 3.8 Governance and Resourcing**

# Our Vision

City of Parramatta's Disability Inclusion Action Plan is Council's responsibility to deliver in partnership with our community.

City of Parramatta's Community Strategic Plan is the highest level of strategic document that a Council prepares. The DIAP will play an important role in contributing to achieving the Community Strategic Plan's vision of "Sydney's central city, sustainable, liveable and productive – inspired by our communities."

## A Liveable Community



By addressing barriers to inclusion, we ensure that people with disability can actively participate in our community, creating a greater sense of belonging and improved quality of life. In a liveable City of Parramatta, all people can move around freely and engage in everything our city and neighbourhoods have to offer. It is a place where everyone's needs are met.

## A Productive Community



A community is stronger when its people are supported to reach their full potential. City of Parramatta is committed to enhancing productivity within the workforce, where all businesses can benefit from incorporating the diverse skills, experiences, and talents of people with disability in their organisations.

Employment provides independence for people with disability which enhances feelings of dignity and security. The opportunity to contribute to a growing economy reduces reliance on support programs and increases independence, resulting in positive impacts on health and wellbeing.

When a community is accessible, children and young people with disability can thrive in their education alongside their peers, achieving quality outcomes and opportunities to graduate from school with meaningful pathways to further education.



## A Sustainable and Resilient Community



Promoting the inclusion of people with disability is pivotal to Council's contribution in building a healthy, thriving, and sustainable community. Barriers to access must be overcome to ensure the City we share, in all it provides, is accessible to all.

In times of struggle, all people should have full accessibility to the places, spaces, and services they require to enable recovery, develop resilience, and thrive. Improved accessibility promotes and sustains greater choice, control, and confidence, especially for people with disability. Council understands that creating stronger connections within the wider community allows people with disability to build greater resilience.

## Leading Our Community



Parramatta is undergoing an unprecedented period of change and growth. Along with the benefits this will bring, our community is also facing complex challenges. Responding to these challenges will require innovation, so that we can shape a future for our city and neighbourhoods in which all people can equally share.



## 3.2

# Community Engagement

From mid-2021 until mid-2022, the City of Parramatta conducted three stages of community engagement to help inform the development of Council's new DIAP.

This section provides a snapshot of what we did, who participated and what was heard. For further details, visit: [participate.cityofparramatta.nsw.gov.au/diap](https://participate.cityofparramatta.nsw.gov.au/diap)

### KEY

- P1** Phase One
- P2** Phase Two
- P3** Phase Three
- P4** Phase Four

## What did we do and who participated?

### PEOPLE WITH LIVED EXPERIENCE

**P1**

To help shape the vision and priorities for the new DIAP, Council reached out directly to people in the community with lived experience of disability. In total, 42 individuals with a wide variety of perspectives participated in the lived experience research: nine via one-on-one interviews, and 33 via an online community forum.

*"From our perspective the biggest thing is access and adequate facilities to meet needs. Attending events — particularly where there are stages — having an area with good view for those with mobility restrictions would be useful."*

### DISABILITY SECTOR WORKSHOPS

**P1**

To further understand key issues and challenges, and identify actions and priorities, sector workshops were organised to bring together local service providers, peak bodies, and advocates in the disability sector. In total, 36 individuals participated in the workshops, five of whom identified as living with a disability.

*"I really enjoyed the flow of the workshop. I liked the positive focus and the encouragement to dream and really envision a great future city." — Participant*



## THE BROADER COMMUNITY

P2

During this phase, Council invited the entire community to get involved and help refresh the DIAP by sharing their ideas, experiences, and suggestions using Council's community engagement platform, Participate Parramatta. The project page introduced the focus areas of the DIAP and featured an interactive activity that allowed participants to post submissions, pictures, videos, or comments. During the consultation period, the page was visited over 1,200 times by more than 700 people, with 20 contributions received.

*"Creating disability and age-friendly parkland space is of the utmost importance to our local families of mixed age and mobility." — Participant*

## COUNCIL STAFF

P3

The purpose of this phase was to seek internal feedback on the existing DIAP and refine the scope of the new DIAP. Council staff from across the organisation were invited to engage in workshops and 63 team members completed a survey.

## PUBLIC EXHIBITION

P4

Public Exhibition of the draft DIAP was held from Monday 23 May to Tuesday 21 June 2022 and promoted widely through advertising, social media, Council's library network, newsletters and pop up stalls. The project received 775 views and 240 document downloads. Council received 27 submissions.

## What did we hear?

Council would like to thank everyone for their involvement throughout the engagement process. All comments have helped to inform development of the new DIAP. The key opportunities and challenges identified by the community are summarised below.

### OPPORTUNITIES



Create liveable communities with improved transport and parking options, a greater variety of recreation spaces, and more relevant Council events.

Develop positive community attitudes through Council leadership and advocacy, provision of training, and increased representation.

Support meaningful employment opportunities within Council by providing a more welcoming and inclusive environment, as well as improving accessibility.

Expand access to services through better online systems and processes, and the development of a hub that is community-led, accessible and friendly.

### CHALLENGES



Across the board, resourcing and lack of representation were seen as barriers to creating a more inclusive and accessible community.

There is no clear responsibility for compliance, and this needs to be monitored more closely until inclusion and accessibility are part of standard practice.

There are great things happening to make the City of Parramatta more inclusive and accessible, but often it is not promoted well enough.



### Participating Organisations

- |                                  |                                    |  |
|----------------------------------|------------------------------------|--|
| ③ Early Education Inc.           | ③ Carers NSW                       | ③ Parramatta Ambassadors                   |
| ③ Community Wheels Inc.          | ③ Uniting LAC                      | ③ Parramatta Information and Support Group |
| ③ Northcott                      | ③ Guide Dogs NSW/ACT               | ③ Sydney Olympic Park Authority            |
| ③ Autism Community Network       | ③ Touched by Olivia Foundation Ltd | ③ First Draft                              |
| ③ Interaction Disability Network | ③ Sweeney Interpreting             | ③ Fighting Chance: Avenue                  |
| ③ Wheelchair Sports NSW/ACT Inc. | ③ MDAA                             |  |



# Council's Unique Perspective

## Universal Design Project Officer, Hamish Murray

Hamish Murray brings to this role more than 30 years of building experience and qualifications.

With over 10yrs of access consultancy his oversight of the projects which land on his desk has allowed City of Parramatta to have a unique perspective on Universal Design.

These include:

- ✓ Ensuring Parramatta square is accessible and adheres to Universal Design principles.
- ✓ Assisted in auditing playgrounds using the principle of can I find it, can I stay, and can I play.
- ✓ Audited carparking spaces within the CBD and ranked them on accessibility.

Hamish's role is important as it provides outcomes that the whole community can benefit from. This contributes to Council capability in building in inclusive city.

*Above: Hamish on a site visit*





## Community Profile

# Introducing Sally

Sally has lived in Parramatta for the last 12 years but is a Newcastle girl. When she was a teenager, she visited for the occasional Eels game with her family. She moved to Parramatta for a wonderful job with Uniting in North Parramatta and can't believe how much the City has grown!



Sally now works in the Not-for-Profit sector in Western Sydney. Her work is centred on vulnerable communities. She is looking forward to working with community members to create new service and program models that are genuinely inclusive and meet local needs.

Outside of work, Sally loves walking, swimming and volunteering.

Sally has very limited hearing. She relies on high powered hearing aids, lip reading and assistive technology to support her communication. Her hearing loss is the result of a genetic disorder that also triggered a range of complex illnesses in her late teens. Her hearing was reasonable until her final year of school and so she does not have Auslan training. Most people are surprised to learn that she is severely or profoundly deaf on 70% of frequencies. But they also don't realise the effort she puts into preparation for meetings and forums.

Sally's access issues in the Parramatta LGA are covered well through hearing aid loops at train stations and Riverside Theatre. One thing she would love to see is closed captions for speakers and videos including those on City of Parramatta websites, meetings and forums.

*"It makes it so much easier for people with severe hearing loss to follow and to contribute to our community," she comments.*

Sally is passionate about social justice and would love to see Parramatta become more accessible for people with all abilities. She is keen to see the City of Parramatta address the extremely low level of employment of people with disability in its large local workforce and the introduction of more Easy English communication for people with intellectual disability

Finally, Sally says *"I love living in the diverse and increasingly inclusive community that is Parramatta! Let me know if there is any way I can contribute"*.



# OUR INTEGRATED PLANNING AND REPORTING FRAMEWORK

## COMMUNITY ENGAGEMENT

Identifies community needs and priorities, and informs the development of Council's plans.

Relevant Regional Plans and Priorities

## COMMUNITY STRATEGIC PLAN 20 YEARS

Highest level plan that Council prepares. The purpose of this plan is to identify the community's main priorities and aspirations for the future and to plan strategies for achieving these goals.

## STATE AND REGIONAL PLANS

Economic Development Plan

Environmental Sustainability Strategy

Socially Sustainable Parramatta Framework

Cultural Plan

Reconciliation Action Plan

Disability Inclusion Action Plan

Local Strategic Planning Statement

(Other Council Plans)

## DELIVERY PROGRAM 3 YEARS

Sets out the principal activities that Council will deliver to the community during the Council term.

## RESOURCING STRATEGY 10 YEARS

Contains the Long Term Financial Plan, Asset Management Strategy, Workforce Strategy and Technology Strategy.

## OPERATIONAL PLAN 1 YEAR

Sets out the details of the Delivery Program — the individual projects, activities and budget for the financial year.

↑  
ONGOING MONITORING AND REVIEW

↓  
ANNUAL REPORT



### 3.3

# Actionable

## Our Ongoing Commitments

Focus Area	Goal	Responsibility
 <p><b>Developing Positive Community Attitudes And Behaviours</b></p>	Ensuring people with disability are represented at Council's stakeholder workshops and community meetings.	<ul style="list-style-type: none"> <li>▶ City Engagement &amp; Experience</li> <li>▶ People, Culture &amp; Workplace</li> <li>▶ Community Services</li> </ul>
	Working with Council's Access Advisory Committee to raise awareness of disability and access issues.	▶ Community Services
	Continue to develop customer focused guidelines on access and inclusion for local businesses and visitor attractions and event organisers to guide how they include all their customers. Continue to deliver activities to improve community awareness of disability and the social and economic benefits of inclusiveness.	▶ Community Services
	Continue to provide an inclusive sport and recreation directory for the LGA.	▶ Community Services
	Provide people with disability opportunities for accessible and inclusive participation in sport and recreation programs especially during the school holidays.	▶ Community Services
	Coordinate the delivery of a program of activities to mark the International Day for People with a Disability 2021. Continuing this coordination yearly.	▶ Community Services

Focus Area	Goal	Responsibility
 <p><b>Creating Liveable Communities</b></p>	Improvement of the accessibility of footpaths, open spaces, and Council facilities and events by using inclusive checklists and policy guidelines.	<ul style="list-style-type: none"> <li>▶ City Planning &amp; Design</li> <li>▶ City Assets &amp; Operations</li> </ul>
	Ensuring setbacks for buildings in the Parramatta CBD and town centres within the City of Parramatta are accessible, including adopting wider footpath standards.	<ul style="list-style-type: none"> <li>▶ City Planning &amp; Design</li> <li>▶ City Assets &amp; Operations</li> </ul>
	Inclusion of accessibility development controls within Development Control Plans (DCP), which guides development throughout our major precincts and Parramatta CBD.	▶ City Planning & Design
	Ensuring all large-scale redevelopment sites where new streets are introduced have accessible parking and drop off points.	▶ City Planning & Design
	Ensuring that early planning of parks and recreation projects considers access and inclusion for people with disability, with particular focus on Universal Design.	▶ City Planning & Design
	Creation of inclusive and accessible playgrounds for example Ollie Webb Reserve. Continue to incorporate universal design principles in the design of new and upgraded playgrounds.	▶ City Planning & Design
	Upgrading parks and open spaces to be compliant with current access legislation and standards.	▶ City Planning & Design
	Ensuring new and upgraded public buildings, facilities and open spaces meet Disability Discrimination Act (DDA) National Construction Code/ BCA and the Disability (Access to Premises) Standards requirements as well adhere to universal design principles. Examples include the Council's new Parramatta Aquatic & Leisure Centre and Civic building (Parramatta Hive).	▶ City Planning & Design

Focus Area	Goal	Responsibility
<b>Creating Liveable Communities</b> <i>(continued)</i>	Employed a Universal Design Project Officer who has reviewed up to 400 council projects on access and inclusion. This role continues to provide vital oversight on inclusion throughout Council projects.	<ul style="list-style-type: none"> <li>▶ City Planning &amp; Design</li> <li>▶ Community Services</li> </ul>
	By continually managing areas of concern, we will ensure the City and Local Government Areas remain accessible during the major upgrades.	▶ City Planning & Design
	Planning and building new pedestrian and shared path facilities that improve mobility and accessibility for all community members.	▶ City Planning & Design
	Upgrading parks and open spaces to be compliant with current access legislation and standards.	▶ City Planning & Design
<b>Supporting Access To Meaningful Employment</b>	DIAP Project Officer – this role is responsible for supporting the implementing DIAP actions across Council and the greater community and increasing the awareness of and promotion of inclusion.	▶ Community Services
	The Diversity and Inclusion Consultant role champions a Council wide approach of these areas.	▶ People, Culture & Workplace
	Development of a Diversity, Equity and Inclusion Strategy for Council which provides a framework for Council to create a more inclusive workplace by promoting a diverse and inclusive environment.	▶ People, Culture & Workplace



Focus Area	Goal	Responsibility
<b>Improving Access To Services Through Improved Systems And Processes</b>	Providing timely, relevant, and easy to read information through channels regarding access and inclusion improvements across Council services and facilities.	<ul style="list-style-type: none"> <li>▶ City Engagement &amp; Experience</li> <li>▶ Community Services</li> </ul>
	Continually updating Council's website to provide up to date and effective information about access and inclusion in the LGA, including a link to the National Public Toilet map.	<ul style="list-style-type: none"> <li>▶ City Engagement &amp; Experience</li> <li>▶ Community Services</li> </ul>
	Continue to provide Auslan interpreted performances and audio description at Riverside theatre performances.	▶ Community Services
	Continue to offer modified performances and support materials to create a more accessible environment for people on the autism spectrum.	▶ Community Services
	Development of strong partnerships with the Disability Sector to ensure programming is guided by best practice approaches to inclusive programming.	<ul style="list-style-type: none"> <li>▶ City Engagement &amp; Experience</li> <li>▶ Community Services</li> </ul>
	Ensuring Council meetings are inclusive, and the community are involved in decision making processes. Council meetings are now webcast with a mobile hearing loop available.	<ul style="list-style-type: none"> <li>▶ City Engagement &amp; Experience</li> <li>▶ People, Culture &amp; Workplace</li> </ul>





### 3.4

# City of Parramatta Program – All Abilities

Avril Taing in her role as the Recreation Development Officer champions all abilities in the recreation program she runs.

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School holidays programs

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Access & Inclusion Sports Day

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Gala day “Celebrating Girls in Sports”

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Avril's 15 years of experience running programs for children with disabilities is valuable in implementing these programs for City of Parramatta Council. Since January 2021 all Council School Holiday Program providers must offer a program

fit for all abilities especially those with hidden disabilities. We can be proud of the fact Council runs the biggest free school holiday program in NSW which is fully accessible to children of all abilities.



### 3.5

# New Actions



## Developing Positive Community Attitudes And Behaviours

Outcome	Action	Timeframe	Responsibility
Council staff and community members are aware of the social and economic benefits of inclusiveness.	Deliver Inclusion Education activities (for staff and Councillors) to increase understanding of inclusive practices.	▶ Yearly	▶ People, Culture & Workplace ▶ Community Services (Community Capacity Building)
Members of Parramatta LGA with a disability feel they belong.	Develop an Inclusive Customer Care Guide-with roles/responsibilities for all front facing staff.	▶ 2022-2023	▶ Community Services (Phive, Community Hubs & Libraries)
	Develop a Communications Plan to promote the DIAP and its achievements internally and externally.	▶ 2022	▶ City Engagement & Experience (Corporate Affairs; Marketing and Brand)
Members of Parramatta LGA with a disability feel they belong.	Coordinate delivery of a program of activities to mark International Day of People with a Disability.	▶ Annually	▶ Community Services (Community Capacity Building)



## Creating Liveable Communities

Outcome	Action	Timeframe	Responsibility
Council Staff facilitate development outcomes that are accessible and inclusive.	Deliver training on Universal Design principles to staff involved in planning and design to ensure consistency of application.	▶ Quarterly	▶ City Planning and Design (City Design)
	Leverage off Destination NSW's implementation of inclusive and accessible training workshops for tourism operators in the LGA.	▶ 2022	▶ City Engagement & Experience (Tourism Product Development)
Improved access to places for people living with disability in City of Parramatta.	Increase the installation of permanent and temporary digital wayfinding kiosks around Parramatta's CBD to ensure visually impaired people have better access.	▶ April onwards	▶ Community Services ▶ City Engagement & Experience
	Design new Council Chambers in Parramatta Square to enable access and full participation by Councillors and community members with access needs	▶ Immediate	▶ Community Services (5/7PS)
	Creation of quiet spaces to escape sensory overload in existing and new public areas to increase access for all.	▶ Ongoing	▶ Community Services ▶ Property and Place ▶ City Assets & Operations ▶ City Planning and Design





## Supporting Access To Meaningful Employment

Outcome	Action	Timeframe	Responsibility
People with disability can access meaningful Employment opportunities for people with a disability to enter and progress through the organisation	Implement Council's Diversity, Equity & Inclusion Strategy to develop a more inclusive workplace.	▶ 2022-26	▶ People, Culture & Workplace
People with disability can access meaningful Employment opportunities for people with a disability to enter and progress through the organisation	Join Australian Network on Disability (AND) bronze membership and activate Access and Inclusion Index to enable benchmarking.	▶ 2022/2023	▶ People, Culture & Workplace
	Undertake Australian Network on Disability (AND) Disability Confident recruitment education for Talent Acquisition staff to increase access to employment and ensure inclusive work practices.	▶ 2022/2023	▶ People, Culture & Workplace
	Implement a Disability Employee Resource Group (ERG) to increase awareness of disability inclusion and improve inclusive work practices.	▶ 2022	▶ People, Culture & Workplace



## Improving Access To Services Through Improved Systems And Processes

Outcome	Action	Timeframe	Responsibility
Council leads by example and advocates for people with a disability	Work towards developing subject matter experts on inclusion and access in each Directorate to support the application of inclusive practices.	▶ 2022-2026	▶ Community Services (Community Capacity Building — working with relevant Directorates)
	Working towards achieving Web Content Accessibility Guidelines (WCAG) 2.1AA to continually improve access to information.	▶ 2022-2025	▶ City Engagement & Experience (Digital and Creative) ▶ Community Services
Council Systems and process are accessible and user friendly	Develop inclusive guidelines for content, this includes language, contrast, font/size/spacing, representation in imagery to ensure accessibility of information produced.	▶ Towards 2023	▶ City Engagement & Experience (Digital and Creative) ▶ Community Services (Community Capacity Building)
	Develop a robust Outcomes Measurement Framework. Working collaboratively with subject matter experts, and the community to create a framework that will track progress on improving outcomes. Towards 2023 Social Outcomes and Community Capacity Building	▶ 2022	▶ City Strategy ▶ Community Services (Community Capacity Building)



## Community Profile Introducing Tim

Tim is passionate about all things in nature – particularly insects, rabbits, plants and flowers. He loves talking to people and enjoys spending time with his family, dancing and walking in his neighbourhood.

Tim thinks people with special needs can do anything they want to and is not fazed by life's challenges.

"I go through the day with a positive attitude, and I send happiness to everyone I meet!" says Tim.

Whilst Tim doesn't feel he faces many challenges, he is frustrated by the fact that some companies will not employ him because of his disability. He wanted to work with a popular technology brand but has now decided that floristry is for him. He is studying a TAFE course to help him reach his goal of becoming a florist.

When not at TAFE, Tim will visit the Avenue -Fighting Chance, where he catches up with friends, support workers and learns skills for future employment.

Tim hopes that, in the not-too-distant future, there will be more job opportunities for people with special needs. He would also like to see more parks for nature lovers. Tim thinks that there should be more tree lined streets and interesting plants hanging on them.

Tim loves living in Parramatta and loves how easy it is to get into the CBD by bus. He's looking forward to the light rail as this will make it even easier to travel around the city.



## 3.6

# Outcomes Measurement Framework

### 3.6.1 Purpose and Scope

This Outcomes Measurement Framework (the framework) has been developed to support the measurement and tracking of progress toward inclusion for people with disability in our LGA.

Council recognises the inherent challenges in capturing, measuring, and reporting on the complex set of actions that contribute to inclusion for people with disability. However, Council has committed to finding ways

to better understand and measure how we are progressing toward achieving community-led targets within our four focus areas:



**Developing positive community attitudes and behaviours**



**Creating liveable communities**



**Supporting access to meaningful employment**



**Improving access to services through improved systems and processes**

The purpose of providing the framework is to provide readers with an understanding of the impact of the DIAP, and to document how Council is contributing to improving outcomes for people with disability. The framework is intended to measure progress throughout the duration of the DIAP (four years), and beyond.

Along with tracking the impact of the DIAP, the framework also seeks to provide a basis for:

✓ **Developing a baseline data set to evaluate the DIAP**

✓ **Monitoring the progress of the DIAPs activities**

✓ **Identifying and improving implementation practices of the DIAP**

✓ **Increasing internal and external collaboration**

✓ **Providing accountability for the DIAPs implementation**

✓ **Improving councils' communication about our work, impact progress, and strategies**

### 3.6.2 Theory of Change

**"A theory of change is your hypothesis of how your activity will lead to the intended impact that you are seeking to achieve"** (Kevin Robbie, Think Impact 2019).

Sitting behind the framework is our DIAP theory of change, of which its core feature is to help us define long-term and short-medium-term goals for the framework. As best practice, Council chose to utilise a theory of change methodology as it is extremely useful in informing the planning of initiatives (as seen below).

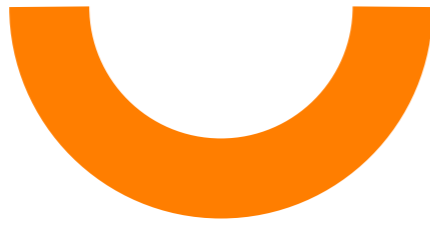
As such, a theory of change clearly articulates the necessary preconditions required to achieve specific goals. It does this by first identifying the ultimate impact, which in short, can be expressed as 'Parramatta is fully accessible and inclusive for all'. Then, by mapping backwards it identifies the requirements needed to achieve this ultimate impact. These are presented in the form of long-term outcomes and short-medium-term outcomes.

For example, a long-term outcome identified in our DIAP theory of change, is "Improved access to places for people living with disability in Parramatta". Generally speaking, long-term outcomes are intended to be tracked over a 10-year cycle. Subsequently, a short-medium-term outcome is also identified in this process and is defined as "Increased provision of accessible infrastructure in the local government area (LGA)". Short-medium-term outcomes are intended to be tracked over a 2-4-year period.

As you can see, in applying a theory of change methodology to our DIAP framework, Council can identify what it will take in order to reach our ultimate impact. Furthermore, by developing the model, council staff can make more informed decisions in the advancement of strategies toward achieving the community informed DIAP outcomes and strategic actions, that sit underneath each of our four Focus Areas.

Therefore, as we progress along the DIAP journey together, council is able to understand all the moving parts that contribute to reaching each goal (outcome and strategic measure) in our effort toward making Parramatta inclusive for all.





### 3.6.3 City of Parramatta's Socially Sustainable Parramatta Framework

In 2017, Council adopted its Socially Sustainable Parramatta Framework (the Framework). The Framework sets out a new way of working for Council that puts people first and identifies some specific ways that the

opportunities of growth can be shared equitably for all people. The Framework applies to our unique and diverse neighbourhoods, as well as our CBD.

The Framework is comprised of eight goals that outline what a Socially Sustainable Parramatta looks like in key areas of social, economic and environmental wellbeing:

- ✓ Children are our future
- ✓ Diverse, affordable homes for everyone
- ✓ All people can learn, share and grow

- ✓ All people can access a job that enables them to live with dignity and security
- ✓ Green, inclusive and safe places to share

- ✓ All people can live healthy, active lives
- ✓ We trust each other, are welcoming, and feel good about being here together
- ✓ We lead by example













Council's DIAP will help to make progress towards achieving the goals of the Socially Sustainable Parramatta Framework. The Socially Sustainable Parramatta Indicator Framework (City of Parramatta 2019) tracks Council's progress; and thereby provides indicators which demonstrate Council's impact at the whole of population and

organisational level. The DIAP Outcomes Measurement Framework is connected to the SSPF Indicator framework, and is therefore quite similar, in that the strategic actions and outcomes within the framework are targeted toward broader change within the community. However, whilst Council identifies strategic

actions and outcomes with an internal focus within the DIAP Outcomes Measurement Framework, these are intended to have impact on both internal and external populations. Connections to the SSPF Indicator Framework can be identified in the Outcomes Measurement Framework in the appendix.



## 3.7 Theory Of Change

<b>IMPACT</b> <i>This is the key change that the DIAP actions are working toward</i>	<b>City of Parramatta is a fully accessible and inclusive community that enriches the lives of all people</b>					
<b>DIAP FOCUS AREAS</b>	<b>① Developing positive community attitudes and behaviours</b>	<b>② Creating liveable communities</b>	<b>③ Supporting access to meaningful employment</b>	<b>④ Improving access to services through improved systems and processes</b>		
<b>LONG TERM OUTCOMES</b> <i>This is what we hope will change in the longer term (10+ years)</i>	<ul style="list-style-type: none"> <li>▶ Members of Parramatta LGA with disability feel they belong.</li> <li>▶ Council Staff and community members are aware of the social and economic benefits of inclusiveness.</li> </ul>	<ul style="list-style-type: none"> <li>▶ Improved access to places for people living with disability in City of Parramatta.</li> <li>▶ Council staff facilitate development outcomes that are accessible and inclusive.</li> </ul>	<ul style="list-style-type: none"> <li>▶ People with disability can access meaningful employment opportunities in City of Parramatta.</li> <li>▶ Council is a more inclusive workplace, with increased opportunities for people with disability to enter and progress through the organisation.</li> </ul>	<ul style="list-style-type: none"> <li>▶ Council leads by example and advocates for people with disability.</li> <li>▶ Council systems and processes are accessible and user friendly.</li> </ul>		
<b>SHORT/ MEDIUM TERM OUTCOMES</b> <i>This is what we hope will change in the shorter term (2-4+ years)</i>	<ul style="list-style-type: none"> <li>▶ Council communications better represent people with disability.</li> <li>▶ Increase in perceived level of inclusiveness for people with disability.</li> <li>▶ City of Parramatta residents, workers and visitors have a greater awareness of access and inclusion.</li> <li>▶ Council staff have increased confidence in applying Council's access and inclusion policies.</li> </ul>	<ul style="list-style-type: none"> <li>▶ Increased provision of accessible infrastructure in the local government area (LGA).</li> <li>▶ Council staff have increased understanding and confidence in designing spaces/public domain that is accessible and inclusive.</li> </ul>	<ul style="list-style-type: none"> <li>▶ Increased opportunities within Council for people with disability.</li> <li>▶ Increase in perceived job security for employees with disability.</li> <li>▶ Talent Acquisition staff are better equipped to support people with disability through the recruitment and onboarding processes.</li> </ul>	<ul style="list-style-type: none"> <li>▶ Council's systems are adapted to be more accessible and inclusive.</li> <li>▶ Council processes are revised to be more accessible and inclusive.</li> </ul>		
<b>STRATEGIC ACTIONS</b> <i>These are the key activities we are going to do to drive our impact</i>	<ul style="list-style-type: none"> <li>▶ Deliver Inclusion Education activities to increase staff understanding of inclusive work practices.</li> <li>▶ Coordinate delivery of a program of activities to mark International Day of People with Disability.</li> <li>▶ Develop Inclusive Customer Care Guide - with roles/responsibilities for all front facing staff.</li> <li>▶ Develop a Communications Plan to promote the DIAP and its achievements internally and externally.</li> <li>▶ Use more imagery of people with disability in publications, on print and digital platforms to promote inclusion.</li> </ul>	<ul style="list-style-type: none"> <li>▶ Leverage off Destination NSW's implementation of inclusive and accessible training workshops for tourism operators in the LGA.</li> <li>▶ Increase the installation of permanent and temporary digital wayfinding kiosks around Parramatta's CBD to ensure visually impaired people have better access.</li> <li>▶ Creation of quiet spaces to escape sensory overload in existing and new public areas to increase access for all.</li> <li>▶ Deliver training on Universal Design principles to staff involved in planning and design to ensure consistency of application.</li> <li>▶ Design new Council Chambers in 5 Parramatta Square to enable access and full participation by Councillors and community members with access needs.</li> </ul>	<ul style="list-style-type: none"> <li>▶ Achieve Australian Network on Disability (AND) bronze membership and activate Access and Inclusion Index to enable benchmarking.</li> <li>▶ Undertake Australian Network on Disability (AND) Disability Confident recruitment education for Talent Acquisition staff to increase access to employment and ensure inclusive work practices.</li> <li>▶ Implement a Disability Employee Resource Group (ERG) to increase awareness of disability inclusion and improve work practices.</li> <li>▶ Implement Council's Diversity, Equity and Inclusion Strategy to develop a more inclusive workplace.</li> </ul>	<ul style="list-style-type: none"> <li>▶ Working towards achieving Web Content Accessibility Guidelines (WCAG) 2.1AA certification to continually improve access to information.</li> <li>▶ Develop inclusive guidelines for content, this includes language, contrast, font/size/spacing, representation in imagery to ensure accessibility of information produced.</li> </ul>		
<b>RESOURCES (INPUTS)</b> <i>These are the key resources we need to complete this work</i>	 <b>Partnerships/ Stakeholder Collaboration</b>	 <b>Disability Employee Resource Group (ERG)</b>	 <b>DIAP Action Group</b>	 <b>Access and Advisory Committee</b>	 <b>Budget/External funding</b>	 <b>Internal Expertise</b> (DIAP Officer/Universal Design Project Officer/Diversity & Inclusion Consultant)
<b>THE PROBLEM</b> <i>These are the key problems/ challenges we are trying to solve</i>	 <b>Accessibility of places and spaces</b>	 <b>Increasing pressure on ageing infrastructure</b>	 <b>Community perception/ awareness/understanding</b>	 <b>Meaningful Employment Accessibility</b>	 <b>Inclusivity of Information Systems and Services</b>	 <b>Awareness of 'hidden' disabilities</b>

3.8

# Governance and Resourcing

Governance is about creating long term sustainability which is built on a thriving culture.

Here at the City of Parramatta we believe that good governance is about having

good representation across all Directorates within Council.



<b>Project Sponsor</b>	Executive Director Community Services
<b>Project Owner</b>	Group Manager Social and Community Services
<b>Project Manager</b>	DIAP Project Officer

The DIAP is a document endorsed by Council. Progress against the Plan is reported and managed through the DIAP

Action Group. This Group is represented by budget holders and decision makers who have oversight on actions and

teams who are responsible on implementing actions.

**DIAP Action Group members (by position)**

- Executive Director, Community Services
- Executive Director People Culture and Workplace
- Executive Director City Engagement & Experience
- Group Manager Property Development
- Group Manager Place Services
- Group Manager Property Assets, Services and Securities
- Group Manager Social and Community Services
- Group Manager 5/7 Parramatta Square and Community Hubs
- Group Manager City Strategy
- Group Manager City Assets and Environment
- Group Manager Development and Traffic
- Group Manager City Design
- Universal Design and Access Officer

Reporting of progress occurs quarterly through Council's standard reporting program and annually through Council's Annual Report. Annual reports are submitted to the

Department of Communities and Justice in line with legislative requirements. The Outcomes Framework is instrumental in how Council measures the impact we are trying make,

that the City of Parramatta is a fully accessible and inclusive community that enriches the lives of all people.

Some organisations out there  
for people with disabilities that foster the inclusion  
and visibility. So one of them was called Dirty Feet  
where people with

STAGES OF  
CHANGE  
UNPACKING REPRESENTATION  
FRIDAY 3 DECEMBER  
AT 4PM

*'The DIAP is about removing barriers both internally and externally. By moving towards being more inclusive we are changing the narrative here in the City of Parramatta'.*



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**Address:** 126 Church St, Parramatta  
PO Box 32, Parramatta NSW, 2124

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**Phone:** 1300 617 058

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**Email:** [council@cityofparramatta.nsw.gov.au](mailto:council@cityofparramatta.nsw.gov.au)

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**Web:** [cityofparramatta.nsw.gov.au](http://cityofparramatta.nsw.gov.au)

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**Social:** [@parracity](https://www.facebook.com/parracity)

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[@cityofparramatta](https://www.facebook.com/cityofparramatta)

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[@cityofparramatta](https://www.facebook.com/cityofparramatta)

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**📞 For non-English speakers, phone interpretation services are available via TIS National on 131 450.**

#### KOREAN

본 소식지와 관련해 통역 지원이 필요하신 경우, TIS (131 450)에 전화하여 Parramatta Customer Service (9806 5050)를 연결해 달라고 요청하시면 됩니다. 업무시간은 월요일에서 금요일, 오전 8시 30분부터 오후 5시까지입니다.

#### CHINESE

如果你需要翻译协助阅读这份新闻简报, 请联系 TIS, 电话131 450, 要求他们代表你接通巴拉玛打市议会顾客服务处, 电话 9806 5050。顾客服务处的工作时间是每星期一至星期五, 上午8:30至下午5:00。

#### ARABIC

إذا كنت بحاجة للمساعدة في ترجمة هذه النشرة, اتصل بـ TIS على الرقم 131 450 واطلب منهم الاتصال نيابة عنك بخدمة زبائن باراماتا على الرقم 9806 5050 من الإثنين إلى الجمعة بين الساعة 8:30 صباحاً و 5:00 مساءً.

#### HINDI

यदि आपको यह सूचना-पत्र समझने में सहायता चाहिए तो कृपया TIS को 131 450 पर फ़ोन करें और उनसे कहें कि आपकी तरफ़ से पैरामाटा कस्टमर सर्विस को 9806 5050 पर फ़ोन करें। यह सेवा सोमवार से शुक्रवार, सुबह 8.30 बजे से शाम 5.00 तक उपलब्ध है।





# Disability Inclusion Action Plan

2022–2026



[cityofparramatta.nsw.gov.au](http://cityofparramatta.nsw.gov.au)