



# DISABILITY INCLUSION ACTION PLAN 2022-2026



# Acknowledgement of Country

We acknowledge the traditional inhabitants of the land on which we stand, the Aboriginal People, their spirits and ancestors. We acknowledge the vital contribution that indigenous people and cultures have made and still make to the nation that we share, Australia.



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# Message from the Mayor



It is my pleasure to present Willoughby City Council's *Disability Inclusion Action Plan 2022 - 2026*. This is Council's second Plan and represents the next step on the journey to improving the access and inclusion of people with disability over the next four years.

The Plan sets out practical ways we can create a more inclusive City. A City that is truly accessible enables people with disability to fully participate in our diverse community as well as have access to meaningful employment opportunities. An inclusive City benefits the whole community – not just those with disability.

Over the last four years we have focused on addressing physical barriers in our built environment to ensure that everyone is able to access streets, parks, playgrounds and open spaces. We upgraded bus stops, built new access ramps and upgraded a number of Council facilities to meet *Disability (Access to Premises) Standards 2010*.

We have also worked to improve access for people with disability to Willoughby City through information services, programs and events.

This 2022-2026 Plan focuses on making Willoughby City an exceptional place that provides residents and visitors the best possible opportunities to participate in all aspects of community life.

We will see improved access and inclusion for not only people with disability, but also those with invisible disability as well as mental health conditions. The Plan strengthens our practices and ensures the inclusion of all people, regardless of their abilities, is embedded in everything we do.

I would like to thank the many community members who took the time to give their ideas to help make Willoughby City a better place to live for people with disability.

**Cr Tanya Taylor**  
**Mayor, Willoughby City Council**



# Message from the CEO



I'm very proud to deliver our new *Disability Inclusion Action Plan 2022 - 2026*. This Plan sets out our commitment to improving access and inclusion for people with disability over the next four years.

The Plan builds on the success of our previous plan, and introduces new actions derived from consultation and research. Genuine inclusion cannot be achieved without the voice and participation of people with disability.

We have consulted people with disability for their views on what needs to be done to make their City more inclusive.

## The Plan

- Addresses barriers in our built, information and social environments.
- Builds on previous successes and embedded access initiatives implemented across Willoughby City.
- Highlights equity of access as an organisation-wide responsibility and reinforces co-design with community for achieving universal access and inclusion for all.
- Includes new access initiative actions to be undertaken over the next four years.

As we work to deliver this Plan we are committed to continuing our conversations with people with disability. This ongoing connection will help us to ensure the success of the Plan.

Finally, I would like to thank everyone who was involved with the development of this Plan and I look forward to hearing about the difference the delivery of actions has made to people's lives.

**Debra Just**  
**Chief Executive Officer, Willoughby City Council**



## INTRODUCTION

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The purpose of the Disability Inclusion Action Plan is to identify actions that deliver on the diverse needs of people with disability in our community.

The Plan identifies the actions required to actively address the physical and systemic barriers faced by people with disability. Through the implementation of this Plan we ensure people with disability experience greater independence, dignity, and equitable opportunities for social and economic inclusion.

### DISABILITY INCLUSION FOCUS AREAS

**This action plan will focus on four key areas:**

- 1 Develop positive community attitudes and behaviours towards people with disability through community awareness and education.
- 2 Create more liveable communities for people with disability through improving the environment and supports.
- 3 Achieve a higher rate of meaningful employment participation by people with disability through inclusive employment practices and education.
- 4 Provide more equitable access to mainstream services for people with disability through better systems and processes, and access to information.

The Plan has been developed in accordance with the *NSW Disability Inclusion Act, 2014* and aligns with the *NSW Disability Inclusion Action Plan 2021 - 2025*. It is underpinned by the *UN Convention on the Rights of Persons with Disability (UNCRPWD)*.

The *Disability Inclusion Action Plan* has been prepared under the guidelines established by the division of Local Government having regard to the legislative context.

# IMPACTS OF COVID-19

**This plan has been finalised during the global COVID-19 pandemic which has resulted in a new way of thinking and is transforming the way in which we live.**

The pandemic had a significant impact on the health and wellbeing of people, particularly people with disability.

People with disability often rely on family, friends and support workers to provide essential services. As many of these supports were interrupted due to the pandemic people with disability were faced with lack of critical care to meet their needs, anxieties around the impact of potential infection, and continued periods of isolation.

When working to reduce and eliminate access barriers we need to address the distinct needs of diverse disability groups. This creates the opportunity to think differently and improve social participation and social wellbeing for all people.

## **We can do this through:**

- Providing better access to public transport services that assist people to move around the City safely and affordably.
- Improved access to Willoughby's parks and open spaces, and community buildings such as libraries and aquatic centre.
- Provide more accessible parking bays as well as more parking options for carers.
- Facilitate better accessibility and connections within Willoughby's streets and neighbourhoods.
- Promote resilience to develop a community that can cope with and overcome the negative effects of traumatic events.
- Improve our understanding and use of assistive technology.





## WHAT IS DISABILITY

Disability  
is part of  
the human  
experience.



Most of us will experience physical, intellectual, psychiatric, sensory, neurological and/or cognitive disability at some stage in our lives – either personally, or in caring for a loved one.

Disability can be visible or invisible, permanent or temporary. Our work to improve access and inclusion is underpinned by the social model of disability. This model sees disability as the result of interactions between people and the environment and asserts that disability is not based on impairment or difference, but on barriers within the environment.

### Barriers can be:

- **Attitudinal** – making assumptions about what activities or jobs people with disability can or cannot participate in.
- **Physical** – buildings, pathways, parks and open spaces that have not been designed or built to be accessible.
- **Social** – information not provided in an accessible format and communication systems that exclude some people from activities, events, programs or services.
- **Technology** – Improve our understanding and use of assistive technology.



# INCLUSION

**Inclusion reduces disadvantage, isolation, and discrimination. It is the foundation of a connected and cohesive society.**

It has far reaching positive impacts across all aspects of life, including health, wellbeing, education and employment. These impacts are felt beyond the individual, with families and the broader community all being enriched by an inclusive society. As a whole we are more resilient when we are inclusive.

Inclusion is only possible when communities are inclusive for all people including those with physical, intellectual, cognitive, and sensory disability and people with lived experience of a mental health condition.

## COMMUNITY STRATEGIC PLAN 2032

*Our Future Willoughby 2032* Community Strategic Plan is the community's long term vision of a diverse, liveable and prosperous City.

**A number of key community priorities outlined in the Plan focus on inclusion, these include:**

- Creating neighbourhoods that connect people from all types of households.
- Enhancing transport choices and connections throughout the City.
- Promoting accessible services and facilities for the community.
- Fostering feelings of inclusion, safety and cleanliness.
- Creating recreation spaces for all.
- Promoting housing choice and affordability.

The development of the *Willoughby Disability Action Plan 2022 - 2026* will contribute to the *Our Future Willoughby 2032* Community Strategic Plan.



# POLICY AND LEGISLATIVE CONTEXT



# DISABILITY IN AUSTRALIA

(Sources ABS Census Population and Housing 2016)



**6.5%**  
live with an intellectual  
or developmental  
disability



**17%**  
of all NSW residents  
are people with  
disability

**44.5%**  
of all people with  
disability are  
aged 65+



**1 in 3** NSW residents with  
disability have a profound  
or severe disability which  
impacts their mobility,  
ability to communicate  
and self-care.

People with  
disability are  
twice as likely to  
not have a job



NSW Labour force  
participation rate for  
**15-64-year-old people  
with disability is 51%**, in  
comparison to those without  
disability which is 82%.

**23.2%**  
live with a mental  
health condition



**5% of 15+ year olds** with  
disability in NSW live in  
social or public housing,  
four times higher than those  
with no disability.



## DISABILITY IN OUR CITY

There are  
approximately  
76,034



people  
living in the  
Willoughby  
Local  
Government  
Area (ABS ERP 2020).

The Australian Bureau of Statistics (ABS) Survey of Disability, Ageing and Carers (2018) and Census of Population and Housing (2021) has identified the following:

9.6%

An estimated 7,617 people have a disability that limits, restricts or impairs everyday activities and has lasted, or is likely to last, for at least six months.

3.9%

2,952 people reported needing help in their day to day lives due to disability, long term health condition or old age.

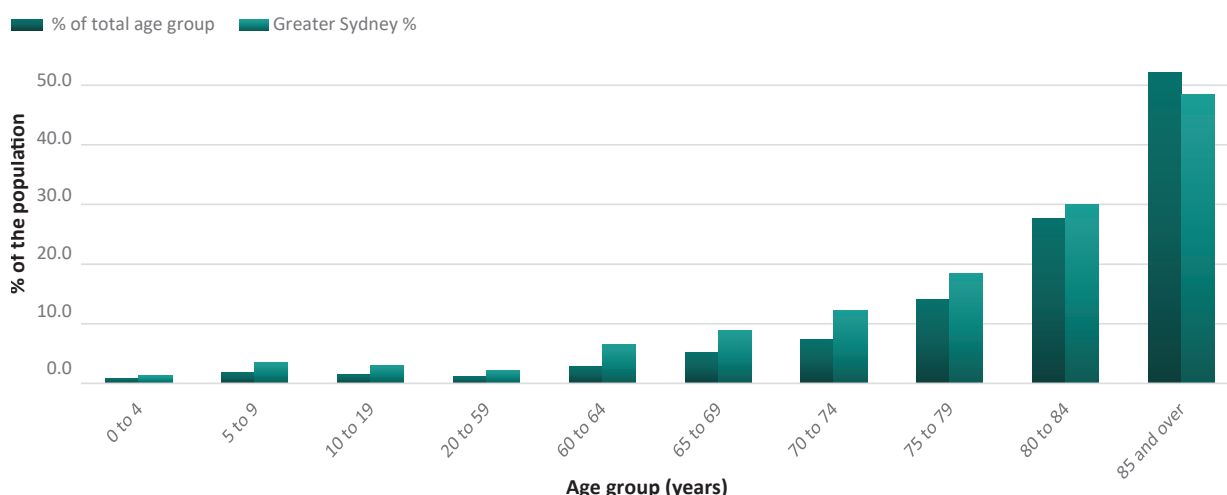
11.5%

8,673 are people over 70 years and 1,954 (2.6%) are over 85 years.

Analysis of the population needing assistance in Willoughby City in 2016 shows that there was a lower proportion of people in the younger age groups (under 15) and a higher proportion of people in the older age groups, see figure on the following page.

# DISABILITY IN OUR CITY

**Figure: Five Year age group, 2021 (Need for assistance)**



Source: Australian Bureau of Statistics, Census of Population and Housing 2016 and 2021. Compiled and presented in profile.id by .id (informed decisions).

Research shows there is a relationship between socio-economic status and disability. In Willoughby, people reporting a need for assistance experience greater disadvantage in areas such as income, employment, education, internet connection, housing and transport than the general population.

## EDUCATION

33.4% of people needing assistance (aged 15 years and older) held educational qualifications, compared to 64.6% of the population.

## INCOME

26.5% of people needing assistance reside in low income households compared to 12.2% of the population. A low income household is one where the combined income is less than \$650 per week.

## LABOUR FORCE AND UNEMPLOYMENT

10.2% of people who identified as needing assistance were unemployed compared to 5.1% of the general Willoughby population.

## SOCIAL HOUSING

21.3% of people reporting a need for assistance were living in social housing compared to 1.7% of the total Willoughby population. However, 53.6% of people reporting a need for assistance reported fully owning their property, compared to 30.4% of the Willoughby population reporting to fully own their property. This anomaly can be attributed to the higher proportion of people requiring assistance over the age of 80.

## PENSION JUNE 2022

In Willoughby, people receiving a government pension or subsidy include:

- 659 people receiving the Disability Support Pension
- 539 people receiving the Carer Allowance
- 173 people receiving the Carer Payment
- 23 people receiving receiving a Special Benefit

(Sources: ABS Census 2016, Department of Social Services Payment Demographic Data March 2021) \*12,809 excluding benefit cards

# SNAPSHOT OF PROGRESS AND ACHIEVEMENTS (2017-2021)

## BUILDING POSITIVE ATTITUDES AND BEHAVIOURS

**Training was provided to Council staff to improve their understanding of the needs of people with disability including:**

- NSW Inclusion Agency provided training to all Youth and Children Services staff on inclusion practices.
- Practical Practices – to help support clients with disability.
- Effectively navigating client conversations and assisting clients with mental health issues.
- Nationally recognised course on Access to the Built Environment and Universal Design Concepts.

## CREATING LIVEABLE COMMUNITIES

An audit of all bus stops throughout the Willoughby Local Government Area was undertaken and work has already begun on upgrading more than 400 bus stops to meet the *Disability Standards for Access Public Transport DSAPT 2002*.

A dedicated web page for accessible parks/playgrounds has been developed. As parks/playgrounds are upgraded across the Local Government Area, accessibility features are listed on the website and linked to the People with Disability web page.

## MEANINGFUL EMPLOYMENT

Council continues to identify roles that can provide work opportunities for people with disability and remove unnecessary selection criteria from roles to reduce barriers for people with disability. Information is provided in various formats including softcopy, hardcopy and on-screen 'text to speech' reader.

Council provides a Supported Wage position and work experience for people with disability in Blend Cafe.

## ACCESSIBLE SYSTEMS AND PROCESSES

An upgrade of Willoughby City Council website was undertaken in 2019/2020 to meet the Web Content Accessibility Guidelines (WCAG) 2.0 of the World Wide Web Consortium (W3C).

Council's web page for People with Disability was updated and provides information and links to disability services including NDIS, Carers Gateway, employment services, support and social services and accessible parks and playgrounds (Bales Park pictured below).





# CONSULTATION AND ENGAGEMENT PROCESS

The process to develop this plan began with an internal review of progress made on the previous *Disability Action Inclusion Plan 2017 - 2021*. After the review we consulted with the *Access and Inclusion Reference Group* and asked for their advice and guidance on consultation and the engagement process to ensure our approach was inclusive.

The consultation included the following:

1. An online survey which was open to all community members from 2 March to 4 April 2022.
2. Intercept Survey – Council staff visited key locations within the local community to gather survey responses.
3. Community consultation workshop was provided in a hybrid format (online/face to face).
4. Consultation with the *Access and Inclusion Reference Group*.
5. Public exhibition prior to adoption.

Both the survey and the workshop were promoted to the wider community via social media and local news publications, and directly to people who contacted the Council about access and inclusion matters, local disability service providers, and a broad range of disability advocacy and peak groups, including groups representing the interests of carers and people with lived experience of disability.

At the conclusion of the consultation process staff members across the directorates of Council utilised the input from the community to develop the action plan.

Presentations were provided to the Executive Leadership team and Councillors prior to approval of the *Draft Willoughby*

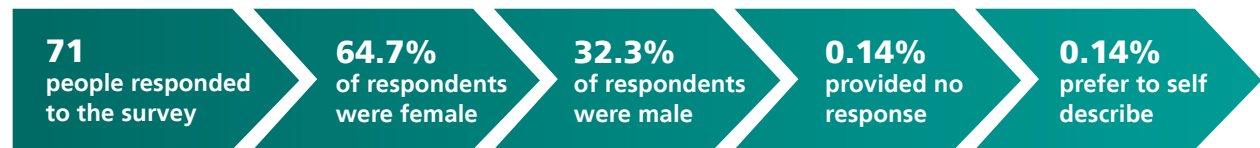
*Disability Action Inclusion Plan*. Feedback was included in the updated document.

The *Draft Willoughby Disability Action Inclusion Plan* was placed on public exhibition for one month and all participants and local service providers were made aware of the exhibition process. Feedback was included in the final document prior to adoption by Council.

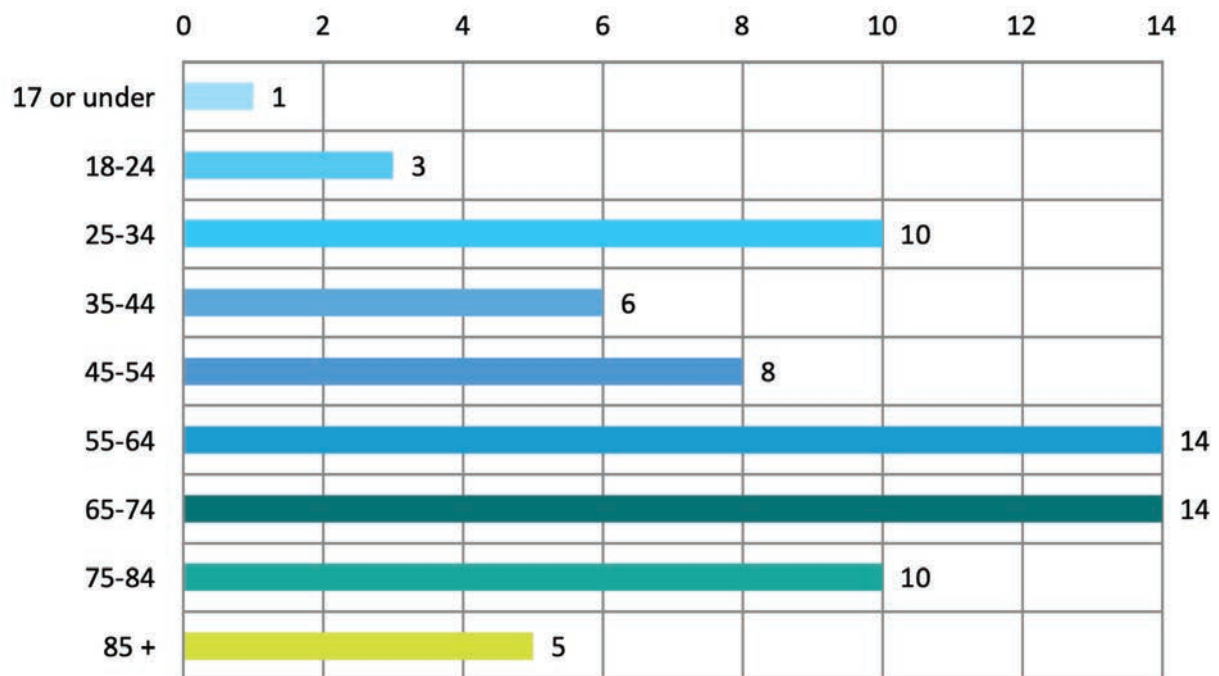


# SURVEY RESULTS

Below is a snapshot of the community engagement survey results conducted this year.

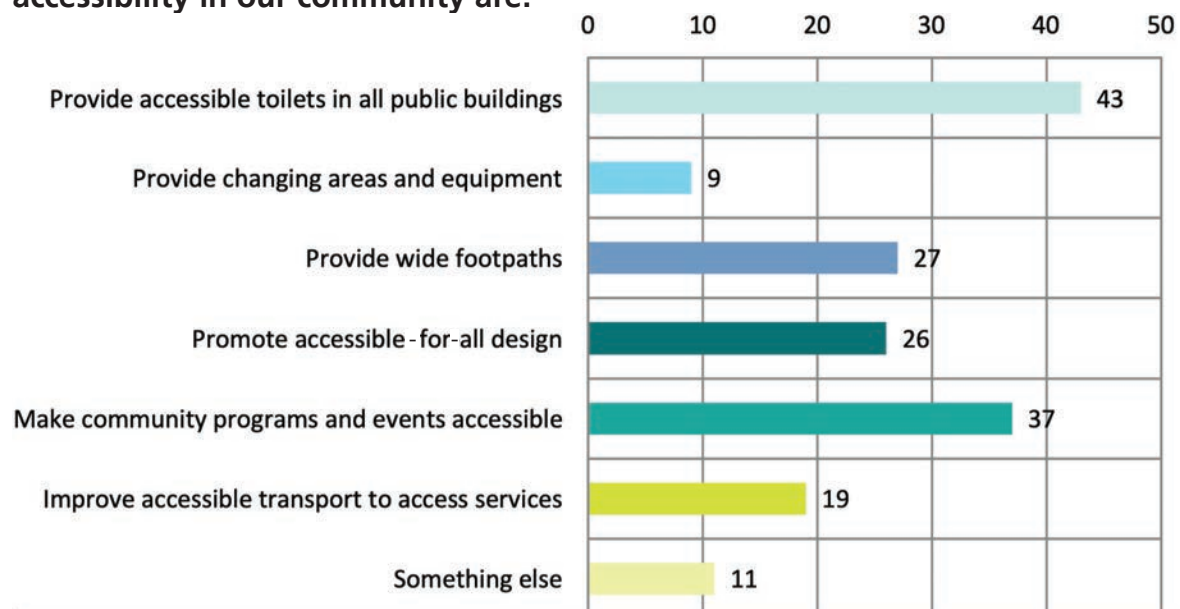


## AGE BRACKET



## ACCESSIBILITY IMPROVEMENTS

People responded with what the most important ways we can improve accessibility in our community are:



# SURVEY RESULTS

People responded with the three most important ways we could...

## 1. Help other people understand what it is like to live with a disability by:

- Training staff on access and inclusion.
- Including people with disability in promotions.
- Using positive images of people with disability.

## 2. Improve employment for people with disability by:

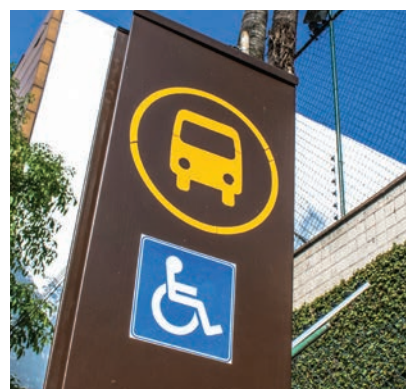
- Creating roles for people with disability.
- Providing accessible workplaces.
- Providing flexible working times and places.

## 3. Improve our communications by:

- Providing accessible communication options in the workplace.
- Providing information in different formats.
- Providing hearing loops, touch screens, and translation services.

## Things in our area we are happy with:

- Parks
- Shops and restaurants
- Community spirit, friendliness and support
- Safe place, close to public transport





# PROMOTING INCLUSION

## DANCE TO THE NINES

A Quarterly Dance for everyone at the easily accessible Dougherty Community Centre. The working party for Dance to the Nine consists of a number of people with lived disability. The dance is also provided via the Zoom platform so all people can be included.





# PROMOTING INCLUSION

## CONNECT, COLLABORATE, CELEBRATE ART COMPETITION

The competition celebrates Social Inclusion Week and International Day of People with Disability. A major goal of the competition is to empower community members to share their thoughts on disability and social inclusion through their artworks, showcase their creative talents and promote themselves as artists.



Image: *Accomplished Oli* by Oliver Fontany.



Artist: Oliver Fontany



Image: *No. 4 - Sunbirth* by Michael Buzinskas.



Artist: Michael Buzinskas



# PROMOTING INCLUSION

## MARKET GARDEN PARK COMMUNITY GARDEN

To make their garden more inclusive, and with community grant funding from Council, the Market Garden Park Community Garden members designed and built two accessible raised garden beds suitable for wheelchair users. The beds were trialled by Mel Harrison – Founder of 'Sitting Low Reaching High'

Council's Traffic Engineers along with our Open Space team are now designing an accessible car park space and connecting pathway to further improve access to the new accessible raised garden beds.





# ACCESS AND INCLUSION REFERENCE GROUP

**The *Access and Inclusion Reference Group* is made up 10 community members that bring a diverse range of expertise regarding access and inclusion. The aim of the *Access and Inclusion Reference Group* is to provide advice on creating an inclusive and accessible City for all people.**

Over the life cycle of the *Willoughby Disability Action Plan 2017-2021* the Reference Group provided advice and recommendations to Council on matters relating to physical access and attitudinal barriers for all people.

**The Reference Group provided sound advice on projects such as:**

- Redevelopment of the Willoughby Leisure Centre
- Chatswood Chase Shopping Centre Upgrade
- Willoughby City Council Bus Stop Upgrades (example pictured below)
- Spring Street Disability Parking
- *Willoughby City Council Resilience Plan*

The *Access and Inclusion Reference Group* will continue to be consulted to provide its expert knowledge on access and inclusion.





# ACTION PLAN STRATEGIES

## DIRECTION 1: POSITIVE COMMUNITY ATTITUDES AND BEHAVIOURS

OUTCOMES/OBJECTIVES	ACTIONS: WHAT WE WILL DO	MEASURES	PARTNER	TIMING	INTEGRATED PLANNING AND REPORTING FRAMEWORK
<p><b>Council employees are able to support customers and colleagues with disability.</b></p> <p><b>Council employees will have access to specialist training and development opportunities to deliver inclusive built environments and ensure communications and services are accessible and inclusive of people with disability.</b></p>	<ol style="list-style-type: none"> <li>1. Continue a program of disability inclusion training for Willoughby staff.</li> <li>2. Provide access to a range of inclusion resources for staff to improve our communication and provide inclusive built environments.</li> </ol>	<p>Number/percentage of new staff have completed disability inclusion training.</p> <p>Number of staff completed relevant specialist training</p> <p>Number/percentage of staff who reported that they felt the workplace supported and encouraged inclusion and diversity.</p>	People and Culture	Ongoing	<p><i>Our Future Willoughby 2032</i></p> <p><i>Community Strategic Plan</i></p>

# ACTION PLAN STRATEGIES

## DIRECTION 1: POSITIVE COMMUNITY ATTITUDES AND BEHAVIOURS

OUTCOMES/OBJECTIVES	ACTIONS: WHAT WE WILL DO	MEASURES	PARTNER	TIMING	INTEGRATED PLANNING AND REPORTING FRAMEWORK
<b>Community attitudes towards people with disability and mental health conditions are positive and foster greater awareness, understanding and respect.</b>	3. Continue to provide community programming aimed at fostering positive community attitudes and inclusivity for people with disability, including people with less visible disability and people with mental health conditions.	Number of programs delivered that aim to foster positive community attitudes and inclusivity towards people with disability, people with less visible disability and people with mental health conditions.  Percentage of people who attended Willoughby events who reported increased understanding and awareness of the importance of social inclusion.	Community, Culture and Leisure	Ongoing	<i>Our Future Willoughby 2032 Community Strategic Plan</i>
	4. Increase the usage of images of people with disability across City publications, digital platforms and media channels.	Number/percentage increase of digital and print materials produced that include representation of people with disability.	Media, Marketing and Events Web	Ongoing	<i>Our Future Willoughby 2032 Community Strategic Plan</i>

# ACTION PLAN STRATEGIES

## DIRECTION 2: LIVEABLE COMMUNITIES

OUTCOMES/OBJECTIVES	ACTIONS: WHAT WE WILL DO	MEASURES	PARTNER	TIMING	INTEGRATED PLANNING AND REPORTING FRAMEWORK
<b>Streets, parks, footpaths and open spaces in Council area are accessible.</b>  <b>The design, maintenance and management of public infrastructure and places enables people with disability to enjoy public spaces and buildings with dignity and independence.</b>	5. Continue to improve the accessibility of streets, footpaths, parks and open places through renewal programs, upgrades and new capital projects in compliance with the <i>Inclusive and Accessible Public Domain Policy and Guidelines</i> .	Number of new kerb ramps/continuous footpath treatments installed/upgraded.	Works Assets Design	Ongoing	<i>Our Future Willoughby 2032 Community Strategic Plan</i>
	6. Improve access to information about Willoughby facilities and open spaces to assist people with disability including people who are neuro-divergent.	Number of updates to Council's People with Disability web page.  Number of unique visits received on Council's People with Disability web page.  Feedback on access information on Council's website, where available.	Community, Culture and Leisure Web	Ongoing	<i>Our Future Willoughby 2032 Community Strategic Plan</i>

# ACTION PLAN STRATEGIES

## DIRECTION 2: LIVEABLE COMMUNITIES

OUTCOMES/OBJECTIVES	ACTIONS: WHAT WE WILL DO	MEASURES	PARTNER	TIMING	INTEGRATED PLANNING AND REPORTING FRAMEWORK
<b>Streets, parks, footpaths and open spaces in Council area are accessible.</b>  <b>The design, maintenance and management of public infrastructure and places enables people with disability to enjoy public spaces and buildings with dignity and independence.</b>	7. Provide additional rest opportunities on streets and in outdoor spaces, where appropriate.	Number of additional seats and places to rest on streets and in outdoor spaces.	Traffic and Transport	Ongoing	<i>Our Future Willoughby 2032 Community Strategic Plan</i>
	8. Explore funding opportunities and advocate to other government agencies and land owners to provide additional Adult Change Facilities within the Chatswood CBD and LGA.	Number of Adult Change Facilities installed in LGA.	Community, Culture and Leisure	Ongoing	<i>Our Future Willoughby 2032 Community Strategic Plan</i>



# ACTION PLAN STRATEGIES

## DIRECTION 2: LIVEABLE COMMUNITIES

OUTCOMES/OBJECTIVES	ACTIONS: WHAT WE WILL DO	MEASURES	PARTNER	TIMING	INTEGRATED PLANNING AND REPORTING FRAMEWORK
<b>Streets, parks, footpaths and open spaces in Council area are accessible.</b>  <b>The design, maintenance and management of public infrastructure and places enables people with disability to enjoy public spaces and buildings with dignity and independence.</b>	9. Explore opportunities to provide designated quiet spaces, places for sensory seeking and places for respite in Willoughby facilities and in parks and playgrounds.	Number of quiet space/ sensory seeking places provided in existing or new City parks.  Number of quiet spaces provided in facilities.	Open Space  Community Life	2022 - 2026	<i>Our Future Willoughby 2032 Community Strategic Plan</i>
	10. Provide charging points for personal devices such as phones, electric bikes and mobility scooters in Willoughby Council facilities as facilities are upgraded.	Number of charging points installed in community facilities.	Property and Infra-structure	2024	<i>Our Future Willoughby 2032 Community Strategic Plan</i>

# ACTION PLAN STRATEGIES

## DIRECTION 2: LIVEABLE COMMUNITIES

OUTCOMES/OBJECTIVES	ACTIONS: WHAT WE WILL DO	MEASURES	PARTNER	TIMING	INTEGRATED PLANNING AND REPORTING FRAMEWORK
<b>Streets, parks, footpaths and open spaces in Council area are accessible.</b>  <b>The design, maintenance and management of public infrastructure and places enables people with disability to enjoy public spaces and buildings with dignity and independence.</b>	11. Continue to explore and implement plans to increase access to on-street and off-street accessible parking and drop-off points in Council area.	Report on plans and initiatives to increase access to on-street and off-street accessible parking and drop-off points.  Number of spaces in Centres i.e. strategic and local.	Traffic and Parking	2022 - 2024	<i>Our Future Willoughby 2032 Community Strategic Plan</i>
	12. Review of Disability Parking across the Local Government Area that comply with relevant standards.	Number of disability parking spaces.  Percentage increase of disability parking spaces.	Traffic and Parking	2022 - 2026	<i>Our Future Willoughby 2032 Community Strategic Plan</i>

# ACTION PLAN STRATEGIES

## DIRECTION 2: LIVEABLE COMMUNITIES

OUTCOMES/OBJECTIVES	ACTIONS: WHAT WE WILL DO	MEASURES	PARTNER	TIMING	INTEGRATED PLANNING AND REPORTING FRAMEWORK
<b>Community facilities and venues are accessible and provide the foundation of inclusive participation.</b>	13. Hearing augmentation technology is used across Council's facilities and venues, where appropriate.	Number/percentage of Willoughby community facilities and venues with available hearing augmentation technology or plans to install.	Community, Culture and Leisure IT	Ongoing	<i>Our Future Willoughby 2032 Community Strategic Plan</i>
<b>Businesses in Council area are more accessible and inclusive to people with disability, parents with prams and older people, as well as their friends and families.</b>	14. Collaborate with local businesses and disability-led organisations to build their capacity to be more inclusive and accessible.	Number of programs and activities undertaken to build the capacity of Willoughby businesses to be more inclusive and accessible.	Community, Culture and Leisure Better Business Partnership	2022 - 2024	<i>Our Future Willoughby 2032 Community Strategic Plan</i>

# ACTION PLAN STRATEGIES

## DIRECTION 2: LIVEABLE COMMUNITIES

OUTCOMES/OBJECTIVES	ACTIONS: WHAT WE WILL DO	MEASURES	PARTNER	TIMING	INTEGRATED PLANNING AND REPORTING FRAMEWORK
<b>Opportunities for inclusive participation are available for the community.</b>	15. Council increase the number of inclusive social and recreational events that ensure equitable access and participation for people with disability.	Number of inclusive and accessible events delivered.	Community, Culture and Leisure	Ongoing	<i>Our Future Willoughby 2032 Community Strategic Plan</i>
	16. Council will increase the number of inclusive social and recreation initiatives to increase social connection and resilience for people with disability.	Number of initiatives delivered to increase social connection and resilience.	Community Life	Ongoing	<i>Our Future Willoughby 2032 Community Strategic Plan</i>



# ACTION PLAN STRATEGIES

## DIRECTION 2: LIVEABLE COMMUNITIES

OUTCOMES/OBJECTIVES	ACTIONS: WHAT WE WILL DO	MEASURES	PARTNER	TIMING	INTEGRATED PLANNING AND REPORTING FRAMEWORK
<b>Major events area are accessible, inclusive and encourage greater participation of people with disability.</b>	17. Deliver and facilitate major events in line with Council's Inclusive and Accessible checklist.	Number of Major Events that comply with the Inclusive and Accessible Event checklist.	Media, Marketing and Events	Ongoing	<i>Our Future Willoughby 2032 Community Strategic Plan</i>
<b>People with disability have equitable opportunities to participate in cultural life and events in Council.</b>	18. Continue to promote participation of artists with disability and audience members with disability in cultural events.	Number of artists with disability supported.  Number of cultural events that supported audience members with disability.	Community, Culture and Leisure	Ongoing	<i>Our Future Willoughby 2032 Community Strategic Plan</i>

# ACTION PLAN STRATEGIES

## DIRECTION 3: MEANINGFUL EMPLOYMENT

OUTCOMES/OBJECTIVES	ACTIONS: WHAT WE WILL DO	MEASURES	PARTNER	TIMING	INTEGRATED PLANNING AND REPORTING FRAMEWORK
<b>Build organisational capability for disability inclusion.</b>	19. Build the capacity of managers and employees to foster an inclusive workplace through training and induction programs.	<p>Number/percentage of employees that reported that they felt the workplace supported and encouraged inclusion and diversity.</p> <p>Number/percentage of managers that have undertaken disability inclusion training.</p> <p>Number/percentage of employees with disability surveyed that reported positive/negative experiences with senior leadership.</p>	People and Culture Community Life	2024	<i>Our Future Willoughby 2032 Community Strategic Plan</i>
<b>Build an inclusive workplace culture where employees with disability are valued and respected.</b>	20. Create opportunities to engage employees with disability as advocates and champions of change.	<p>Number/percentage of employees that reported that they felt the workplace supported and encouraged inclusion and diversity.</p> <p>Median length of tenure of employees with disability compared to employees without disability.</p>	People and Culture Media, Marketing and Events Community Life	Ongoing	<i>Our Future Willoughby 2032 Community Strategic Plan</i>

# ACTION PLAN STRATEGIES

## DIRECTION 3: MEANINGFUL EMPLOYMENT

OUTCOMES/OBJECTIVES	ACTIONS: WHAT WE WILL DO	MEASURES	PARTNER	TIMING	INTEGRATED PLANNING AND REPORTING FRAMEWORK
<b>Build an inclusive workplace culture where employees with disability are valued and respected.</b>	21. Build the capacity of employees with disability through the employee development program.	Number/percentage of employees with disability completed personal development plan.  Number/percentage of employees that reported that they felt the workplace supported and encouraged inclusion and diversity.	People and Culture	2022 - 2024	<i>Our Future Willoughby 2032 Community Strategic Plan</i>
	22. Increase employment and development opportunities for people with disability.	Percentage of employees with disability employed at Council.  Number of new employees that identify as living with disability.	People and Culture	Ongoing	<i>Our Future Willoughby 2032 Community Strategic Plan</i>
<b>Accessibility and inclusion is considered in the development of Council tender.</b>	23. A returnable schedule, including diversity, equality, access and inclusion measures is developed as part of the evaluation of tenders and other procurement processes.	Number of suppliers of Australian Disability Enterprises utilised as part of the tender process.  Number of Contractors or Suppliers that employ people with disability as part of the tender process.	Procurement	2022 - 2026	<i>Our Future Willoughby 2032 Community Strategic Plan</i>

# ACTION PLAN STRATEGIES

## DIRECTION 4: EQUITABLE ACCESS TO MAINSTREAM SERVICES

OUTCOMES/OBJECTIVES	ACTIONS: WHAT WE WILL DO	MEASURES	PARTNER	TIMING	INTEGRATED PLANNING AND REPORTING FRAMEWORK
<b>People with disability are informed, consulted and actively participate in Council decision-making processes.</b>	24. Council will inform and engage people with disability about how they can be involved in Council decision making.	Number of engagement processes where feedback was received from people with disability.	Media, Marketing and Events	2021 - 2023	<i>Our Future Willoughby 2032 Community Strategic Plan</i>
	25. Actively engage people with disability in Council decision-making processes including through Council's Access and Inclusion Reference Group.	Number of initiatives, projects and/or strategies for which consultation was undertaken with the <i>Access and Inclusion Reference Group</i> .	Community Life Governance	Ongoing	<i>Our Future Willoughby 2032 Community Strategic Plan</i>



# ACTION PLAN STRATEGIES

## DIRECTION 4: EQUITABLE ACCESS TO MAINSTREAM SERVICES

OUTCOMES/OBJECTIVES	ACTIONS: WHAT WE WILL DO	MEASURES	PARTNER	TIMING	INTEGRATED PLANNING AND REPORTING FRAMEWORK
<b>Information is accessible to people with disability.</b>	26. Strengthen Council's practices in providing information and communication channels by implementing Digital and Print Accessibility Procedures.	Report on action taken to improve access to information that is accessible to people with disability.	Media, Marketing and Events Web	2023	<i>Our Future Willoughby 2032 Community Strategic Plan</i>
<b>Willoughby customer service is accessible to people with disability.</b>	27. Investigate opportunities to further improve the customer service experience for people with disability.	Report on diversity of communication channels available to customers with disability.	Customer Service	2023 - 2026	<i>Our Future Willoughby 2032 Community Strategic Plan</i>

# ACTION PLAN STRATEGIES

## DIRECTION 4: EQUITABLE ACCESS TO MAINSTREAM SERVICES

OUTCOMES/OBJECTIVES	ACTIONS: WHAT WE WILL DO	MEASURES	PARTNER	TIMING	INTEGRATED PLANNING AND REPORTING FRAMEWORK
<b>People with disability are informed of inclusive and accessible City events, programs and services available to them.</b>	28. Identify and implement effective marketing and communications practices to attract more people with disability to participate in events, programs and services.	Report on the marketing and communication activities utilised to attract more people with disability to participate in events, programs and services.	Media, Marketing and Events		<i>Our Future Willoughby 2032 Community Strategic Plan</i>
<b>People with disability are able to access Willoughby Council grants.</b>	29. In consultation with people with disability review Council's grants processes and practices to identify and remove barriers to people with disability applying for grants.	Number of consultations. Number of barriers and solutions identified. Number of recommendations implemented. Number of barriers removed.	Community Grants	2022	<i>Our Future Willoughby 2032 Community Strategic Plan</i>
<b>New Information and Communication Technology Systems procured by Council are accessible.</b>	30. Provide accessible hardware and software to increase the accessibility of Council's public access computers.	Number of accessible hardware and software installed.	IT Library	2023 - 2026	<i>Our Future Willoughby 2032 Community Strategic Plan</i>

# MONITORING OUTCOMES

**It's important to monitor outcomes and broad trends in the community and use this information to review and influence future priorities and actions.**

Council will create a base-line measurement for year one against each Action Plan Strategy to track progress over the four year cycle of the plan. Council will monitor the impact of our actions against the longer term outcomes as part of the review process at the end of the four-year Disability Inclusion Action Planning cycle. The below indicator framework outlines how Council will use relevant population level indicators to monitor outcomes at the end of the four-year timeframe.



## OUTCOME INDICATOR FRAMEWORK

DIRECTION 1 – POSITIVE COMMUNITY ATTITUDES AND BEHAVIOURS		
DESIRED OUTCOMES	POPULATION LEVEL INDICATOR	INDICATOR SOURCE
<b>Positive community attitudes towards people with disability and mental health conditions are enhanced through Willoughby programs and events that foster greater awareness, understanding and respect.</b>	Percentage experiencing positive community attitudes every 4 years.	Disability Inclusion Action Plan consultation 2025
<b>Positive community attitudes towards people with disability and mental health conditions are promoted through Council's digital and print platforms.</b>	Percentage reporting feeling part of the community. Trust and appreciation of diversity.	Community wellbeing indicators

# MONITORING OUTCOMES

## OUTCOME INDICATOR FRAMEWORK

DIRECTION 2 – THE CREATION OF MORE LIVEABLE COMMUNITIES FOR PEOPLE WITH DISABILITY		
DESIRED OUTCOMES	POPULATION LEVEL INDICATOR	INDICATOR SOURCE
<p><b>Streets, parks, footpaths and open spaces in Council area are accessible.</b></p> <p><b>The design, maintenance and management of infrastructure and places enables people with disability to travel through Council with dignity and independence.</b></p>	<p>Percentage of people with disability that report that Council streets, parks, footpaths, open spaces and facilities are easy to access.</p> <p>Percentage of people with disability versus no disability using public transport, private transport or active transport to work.</p>	<p>Inclusion (Disability) Action Plan consultation 2025</p> <p>Australian Bureau of Statistics Census</p>
<p><b>Accessible Willoughby community facilities and venues provide the foundation of inclusive participation.</b></p>	<p>Percentage of people with disability versus no disability reporting satisfied with the access to Council's recreational facilities, community halls/venues and community centres, and libraries.</p>	<p>Community wellbeing indicators</p>

# MONITORING OUTCOMES

## OUTCOME INDICATOR FRAMEWORK

DIRECTION 2 – THE CREATION OF MORE LIVEABLE COMMUNITIES FOR PEOPLE WITH DISABILITY		
DESIRED OUTCOMES	POPULATION LEVEL INDICATOR	INDICATOR SOURCE
<b>Opportunities for inclusive participation are available at Willoughby facilities, and people with disability can easily identify opportunities that meet their preferences and needs.</b>	<p>Percentage of people with disability versus no disability participating in arts and related activities in the last month.</p> <p>Percentage of people with disability versus no disability attending sporting events or competitions, as a participant or spectator.</p>	Community wellbeing indicators
<b>People with disability have equitable opportunities to participate in cultural life and events in Council.</b>	<p>Percentage of people with disability versus no disability reporting communication barriers limiting participation in cultural activities.</p> <p>Percentage of people with disability versus no disability reporting participation in cultural life.</p>	Community wellbeing indicators



# MONITORING OUTCOMES

## OUTCOME INDICATOR FRAMEWORK

DIRECTION 3 – MEANINGFUL EMPLOYMENT		
DESIRED OUTCOMES	POPULATION LEVEL INDICATOR	INDICATOR SOURCE
<b>Attract and recruit people with disability into meaningful roles at Willoughby City Council.</b>	Percentage of people with disability versus no disability being employed aged 15+ expressed as a percentage of people aged 15+ in the ABS "Willoughby" region.	Disability Inclusion Action Plan consultation 2025
	Percentage of people with disability versus no disability reporting living on low / high income.	
	Percentage of people with disability versus no disability reporting high / low skill employment.	

# MONITORING OUTCOMES

## OUTCOME INDICATOR FRAMEWORK

DIRECTION 4 – MORE EQUITABLE ACCESS TO MAINSTREAM SERVICES THROUGH BETTER SYSTEMS AND PROCESSES		
DESIRED OUTCOMES	POPULATION LEVEL INDICATOR	INDICATOR SOURCE
<b>People with disability are informed, consulted and actively participate in Council decision-making processes.</b>	<p>Percentage of people with disability versus no disability reporting opportunities to have a say on issues that are important to them.</p> <p>Percentage of people with disability versus no disability participating in community engagement activities in the last 12 months.</p>	Community wellbeing indicators
<b>People with disability are informed of inclusive and accessible City events, programs and services available to them.</b>	Percentage of people with disability versus no disability reporting satisfied with the number and quality of cultural events (including festivals, musical, theatre, dance performances, exhibitions and other cultural offerings).	Community wellbeing indicators





## DELIVERING THE PLAN

**Many of the actions in this Plan are about continuing what we do well, and others are about improving the way we do things. Some actions will not cost additional money but will require us to do things differently.**

However, some actions in the Plan will require additional funds to build or upgrade existing facility or service. The money to do this work will be allocated through the annual budget process where possible.

Where funds are not available through the annual budget process, we will apply for funding from external sources to help achieve the actions in this Plan



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### NOTES

This Plan has been updated with the most recent 2021 Census data. At the time of publication not all census data had been released. The online Plan will be updated as Census data becomes available.



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