



# Randwick Disability Inclusion Action Plan

## 2026-2030



Randwick City Council  
a sense of community



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# Acknowledgement of Country

Randwick City Council pays respect to the Traditional Owners of the land, the Bidjigal and Gadigal people, and acknowledges the living and continuing culture of the Traditional Custodians of this land.

We recognise that Traditional Custodians have occupied and cared for this Country over countless generations, and we celebrate their ongoing contributions to the life of this area.



## Alternative formats

Our Disability Inclusion Action Plan (DIAP) is available in alternative formats, including Easy Read (available on our website). Hard copy formats (in both large and standard print) and other alternative formats and languages are also available upon request.

## A note on language

We recognise that there are varying views on language and disability terminology around disability in Australia and internationally. Language can be both a personal and political choice. We have chosen to write this Plan using the person-first language of 'person with disability' to recognise that disability is just one aspect of a person's life and does not determine who they are. This is currently the preferred language used by governments across Australia. However, we respect that different people have different preferences about language.

# From the Mayor

As Mayor of Randwick City, I am proud to present our Disability Inclusion Action Plan 2026-2030, which reflects our community's shared commitment to building a city that is accessible, inclusive, and welcoming for all.

This Plan is more than a legislative requirement. It is a statement of our values and our determination to ensure that people with disability can participate fully in every aspect of community life.

We know that inclusion is achieved when barriers are removed, and opportunities are created. That is why this Plan has been shaped through consultation with people with disability, carers, families, and community partners. Their voices have guided us to focus on practical actions that make a real difference strengthening universal design in our public spaces, embedding accessibility across Council services and policies, improving access to information and communication, and expanding pathways to employment and traineeships within our workforce.

Randwick City Council is committed to working collaboratively with businesses, government agencies, and community organisations to deliver on this vision. Together, we will continue to strengthen our city as a place where diversity is celebrated, participation is supported, and everyone has the chance to thrive.



This Plan also shares the lived experiences of people with disability and advocates through case studies, reminding us that inclusion is not abstract, it is personal, it is practical and it is essential to a fair and connected community. I thank all those who contributed to the development of this Plan and look forward to working with our community to bring its commitments to life.

**Cr Dylan Parker**  
Mayor of Randwick City Council

# From the General Manager

As General Manager of Randwick City Council, I am proud to present our Disability Inclusion Action Plan 2026-2030, which sets a clear and practical framework for strengthening accessibility and inclusion across our organisation and community.

This Plan reflects our commitment to creating a city where people with disability can participate fully in community life. It recognises that inclusion is not a standalone initiative, but something that must be embedded across all areas of Council's work, from planning and infrastructure through to programs, services and communication.

Our staff play a critical role in delivering this commitment. Across all portfolios, we will work to identify and remove barriers, promote universal design, and ensure that accessibility is considered in everyday decision-making. This includes improving how we communicate, design our services, and engage with the community, so that inclusion becomes part of our organisational culture.

Importantly, this Plan has been informed by the voices and experiences of people with disability, carers and our community. Their insights will continue to guide our work as we implement and refine our approach.

We are committed to being transparent and accountable, regularly monitoring our progress and reporting on outcomes.



Through strong partnerships and ongoing engagement, we will continue to build our capability and ensure our actions are meaningful and responsive.

I am confident that through this Plan, and the collective efforts of our staff, partners and community, we will continue to build a Randwick City that is inclusive, accessible and welcoming for all.

**Ray Brownlee PSM**  
General Manager, Randwick City Council

# 1. Key Concepts



## Disability

Disability is a long-term physical, mental, intellectual or sensory impairment which, in interaction with various barriers, may hinder a person's full and effective participation in society.<sup>1</sup>



## Inclusion

Inclusion means ensuring people with disability can participate fully in community life on an equal basis with others, with barriers removed and equitable access to opportunities.



## Intersectionality

Intersectionality recognises that people may experience multiple and overlapping forms of discrimination or disadvantage based on aspects of their identity such as gender, race, disability, age or socioeconomic status, which interact to shape their experiences and access to opportunities.<sup>2</sup>



## Social Model of Disability

The social model of disability recognises that people are disabled by physical and environmental barriers in society, such as inaccessible buildings or negative attitudes, rather than by their impairment alone.<sup>3</sup>



## Universal Design

Universal design is the design of products, environments, and communications to be usable by everyone, to the greatest extent possible, without the need for specialised adaptation. It focuses on accessibility for all ages, abilities, and situations, aiming for inclusive, user-friendly solutions that benefit society as a whole.<sup>4</sup>

## Executive Summary

The Randwick Disability Inclusion Action Plan 2026–2030 sets out Council's commitment to building a city that is accessible, inclusive and welcoming for people of all abilities. Developed under the NSW Disability Inclusion Act 2014, the Plan provides a practical framework for removing barriers, creating opportunities and embedding accessibility across Council's services, systems and public spaces.

Building on the achievements of the 2022–2026 DIAP, the new Plan strengthens universal design, accessible communication, inclusive employment pathways and lived experience leadership. It identifies practical, measurable actions that embed accessibility across everyday services, systems and environments.

By 2030, Randwick City will be moving towards a community where people with disability can navigate the city with greater confidence, access clearer information and more inclusive services, and participate more fully in everyday life.

The DIAP is structured around the four legislated focus areas of the NSW Disability Inclusion Act:



## Attitudes and behaviours

Strengthening understanding of disability, challenging stigma and promoting respectful, inclusive behaviour.



## Liveable communities

Improving the accessibility, safety and usability of buildings, public spaces, transport connections, footpaths, parks and toilets, and supporting environments that enable people to feel safe, confident and connected.



## Employment

Strengthening pathways into work, improving inclusive recruitment and workplace practices, and building disability confident leadership.



## Systems and processes

Making information clearer and more accessible, simplifying processes, improving customer experience and strengthening system navigation.

<sup>1</sup> UN Convention on the Rights of Persons with Disabilities

<sup>2</sup> Australian Human Rights Commission, Guide for Complying with the Sex Discrimination Act

<sup>3</sup> NSW Disability Inclusion Action Plan 2024–2029

<sup>4</sup> Centre for Universal Design Australia

## 2. Our Commitment

Randwick City Council is committed to building a community where people of all abilities, including those with hidden and visible disabilities, can participate fully and meaningfully in civic life. This commitment goes beyond compliance with legislation, it is about embedding accessibility, respect, and opportunity into everything we do.

### We pledge to:

- Listen and engage with people with disability in shaping Council services, projects, and initiatives.
- Integrate accessibility into Council's policies, strategies, and operations so that we strengthen our inclusive organisational culture.
- Expand workforce opportunities by creating pathways for employment, traineeships, and career development for people with disability.
- Advocate for universal design in the built environment and public spaces to support independence and dignity.
- Partner with the community to deliver actions that go beyond compliance and reflect our shared values of equity, respect, and inclusion.
- Elevate lived experience by sharing case studies and stories from people with disability and advocates, ensuring their voices guide our actions.
- Embed inclusion across all Council systems, services and communication channels so that information, processes and everyday interactions are accessible, consistent and welcoming for all.

Through this Plan, Randwick City Council reaffirms its dedication to building a city where diversity is celebrated, barriers removed and has an opportunity to thrive.

## 3. Our Vision and Guiding Principles

### 3.1. Our Vision

Randwick City Council's vision is to create a community where people of all abilities can live, work, learn, and participate fully. A City that is accessible, inclusive, and welcoming, where barriers are removed, opportunities are created, and diversity is celebrated.

### 3.2. Our Guiding Principles

This Plan is guided by principles that reflect both our community and our organisation:

<p><b>Respect</b></p> <p>Valuing the rights, dignity, and contributions of people with disability.</p>	<p><b>Equity</b></p> <p>Ensuring fair access to services, opportunities, and participation.</p>	<p><b>Rights</b></p> <p>Ensuring people with disability lead decision-making, have their rights upheld, and are meaningfully involved in shaping services and policies.</p>	<p><b>Inclusion</b></p> <p>Valuing the diversity of our community and ensuring everyone can participate fully and equally.</p>
<p><b>Belonging</b></p> <p>Fostering a community where everyone feels included and connected.</p>	<p><b>Collaboration</b></p> <p>Working with people with disability, carers, families, advocates, and partners to shape outcomes.</p>	<p><b>Innovation</b></p> <p>Embracing universal design and creative solutions to remove barriers.</p>	<p><b>Accountability</b></p> <p>Being transparent in our actions and reporting on progress.</p>

# 4. Introduction

Randwick City Council is proud to present the Disability Inclusion Action Plan 2026–2030 (DIAP), which sets out our vision and practical actions to build a city that is accessible, inclusive, and welcoming for all. Prepared under the NSW Disability Inclusion Act 2014 and aligned with the Federal Disability Discrimination Act 1992 and NSW Carers (Recognition) Act 2010, this Plan demonstrates our commitment to embedding accessibility and inclusion into everyday life.

Randwick is a diverse and vibrant city, home to people of all backgrounds, abilities, ages and intersecting identities. We know that inclusion is achieved when barriers are removed, and opportunities are created. That is why this Plan has been shaped through consultation with people with disability, carers, families, advocates, and community partners. Their lived experiences have guided us to focus on practical actions that make a real difference. It incorporates an intersectionality approach to recognise diverse experiences and foster an inclusive environment that supports people of all backgrounds and identities.

Building on the achievements of our previous DIAP, the 2026–2030 Plan focuses on ongoing efforts and introduces new areas of emphasis, including recognition of hidden disabilities, initiatives to strengthen workforce participation, and the inclusion of case studies that highlight lived experience and advocacy. These additions ensure that the Plan responds to emerging needs and reflects the evolving understanding of disability and inclusion.

The Plan also strengthens Council’s commitment to accessible communication, inclusive systems and co-designed approaches, ensuring that inclusion is embedded across everyday services and interactions. It continues and deepens the ongoing work of our previous DIAPs.



Developing positive community attitudes and behaviours



Creating liveable and accessible communities



Supporting access to meaningful employment and independence



Improving access to mainstream services through better systems and processes

This DIAP is informed by the social model of disability. Randwick City Council recognises that our role is to remove barriers so everyone can participate fully in community life.

# 5. Background

## 5.1. Purpose of the DIAP

The NSW Disability Inclusion Act 2014 requires Local Councils to develop a Disability Inclusion Action Plan (DIAP) every four years. The purpose of the DIAP is to provide a clear framework for removing barriers, creating opportunities, and ensuring people with disability can participate fully in community life.

Randwick’s previous DIAP was endorsed in 2022 for the period 2022–2026. The new DIAP will guide Council’s work from 2026–2030. This Plan will:

- Meet legislative requirements under the NSW Disability Inclusion Act 2014, the Disability Discrimination Act 1992, and the Carers Recognition Act 2010.
- Build on the achievements of Randwick’s previous DIAP, while introducing new priorities informed by community feedback and emerging policy reforms.
- Guide Council’s actions across services, policies, and operations to embed accessibility and inclusion into everyday practice.
- Provide accountability through measurable actions and transparent reporting, ensuring progress can be tracked and outcomes delivered.
- Reflect community voices by incorporating consultation feedback and lived experience insights from people with disability, carers, and advocates.

The DIAP is both a legislative requirement and a statement of values. It is designed to be practical, measurable, and responsive to the evolving needs of our community, ensuring that Randwick City continues to grow as a place where diversity is celebrated and everyone has the chance to thrive.

The following section outlines the legislative and policy frameworks that shape the DIAP and ensure Council’s work aligns with national, state and local commitments to accessibility, inclusion and human rights.

### Disability is part of being human.

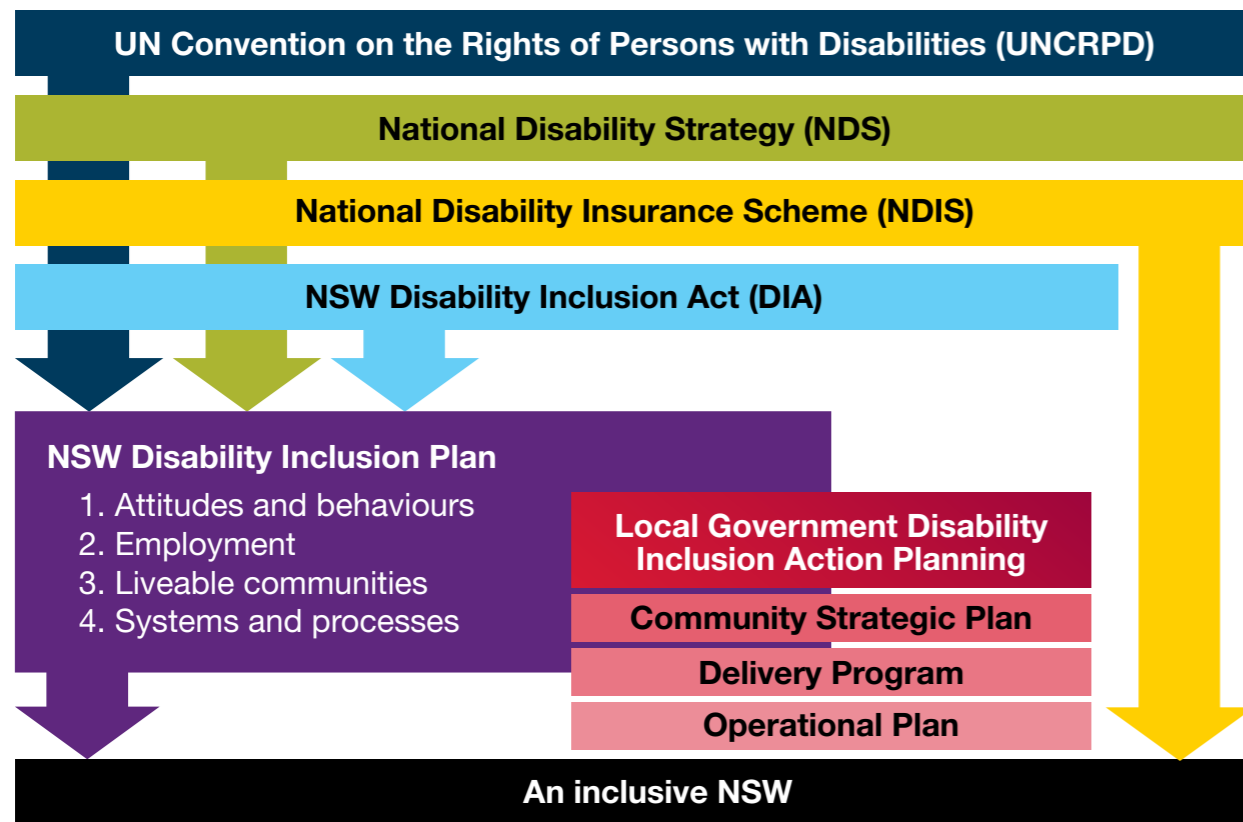
*‘Disability is a long-term physical, mental, intellectual or sensory impairment, which in interaction with various barriers, may hinder full and effective participation in society’*

– United National Convention on the Rights of Persons with Disabilities, 2006.

In Randwick City, around 4% of residents need assistance with daily activities due to disability, and this proportion increases significantly with age.

## 5.2. Legislative and Policy Context

The Randwick Disability Inclusion Action Plan is guided by a broad set of international, national and state frameworks that protect the rights of people with disability and shape inclusive planning across government. These frameworks ensure Council's actions reflect contemporary human rights principles, national reforms, and best practice in accessibility, participation and safeguarding.



The DIAP also forms part of Council's Integrated Planning and Reporting (IP&R) Framework, aligning with the Randwick Community Strategic Plan, Delivery Program, Operational Plan, and the Inclusive Randwick Strategy. This ensures disability inclusion is embedded across Council's long-term vision and day-to-day service delivery. The following diagram shows how Randwick City plans to ensure we are working towards achieving the community's goals.



## Overview of Legislative and Policy Context



### Global

- **UN Convention on the Rights of Persons with Disabilities (CRPD):**

Establishes the rights of people with disability to participate fully and equally in community life and recognises disability as arising from the interaction between people and the barriers they encounter.



### National

- **Disability Discrimination Act 1992 (DDA):**  
Prohibits discrimination and provides the foundation for universal access across services, facilities and public spaces.
- **Australia's Disability Strategy 2021–2031:**  
Sets the national vision for an inclusive Australia and guides mainstream service reform, participation and accessibility.
- **National Disability Insurance Scheme (NDIS):**  
Provides supports for people with significant and permanent disability. Local government remains essential for the majority of people with disability who are not NDIS participants.
- **NDIS Review (2023–2024) and Foundational Supports System:**  
Reforms emphasise stronger local environments, early intervention, and community-based supports for people whose needs are not met by the NDIS.
- **Royal Commission into Violence, Abuse, Neglect and Exploitation of People with Disability (2023):**  
Strengthens safeguarding and rights protections. Councils must embed these principles in local programs, facilities and engagement.
- **Carer Recognition Acts (Commonwealth and NSW)**  
Require councils to recognise and support carers in planning, engagement and service design.
- **Liveable Housing Design Standard (2023)**  
Mandates universal design in new housing. Councils apply these principles through planning approvals and community infrastructure.
- **National Standards and Codes**  
Including: AS 1428 (Design for Access and Mobility), Access to Premises Standards (2010), Disability Standards for Accessible Public Transport (2002), and Disability Standards for Education (2005).
- **Thriving Kids**  
A national system of supports for children aged 8 and under with developmental delay and/or autism with low to moderate support needs, and their families, carers and kin.



### State

- **Local Government Act 1993:**  
Establishes councils' responsibilities for strategic planning, community wellbeing and the Integrated Planning and Reporting (IP&R) framework.
- **NSW Disability Inclusion Act 2014:**  
Requires councils to prepare a DIAP every four years and sets principles of choice and control, participation, and the right to live free from discrimination.
- **NSW Anti-Discrimination Act 1977:**  
Prohibits discrimination in employment, education, goods and services, and public life.
- **NSW Disability Inclusion Plan 2025–2029:**  
Sets whole-of-government priorities for inclusion, participation and accessibility.
- **Ageing and Disability Commissioner Act 2019:**  
Provides safeguarding and rights protections for people with disability.
- **NSW 'Towards Inclusion' Guidelines:**  
Provide practical guidance for accessible events, communication and emergency information.
- **NSW Mental Health Strategy:**  
Supports inclusion and participation for people with psychosocial disability.



### Local

- **Randwick Disability Inclusion Action Plan 2022–2026:**  
Provides the foundation for ongoing inclusion work and informs this DIAP.
- **Randwick Community Strategic Plan 2022–2032:**  
Sets the long-term vision for an inclusive, connected and resilient community.
- **Inclusive Randwick Strategy (2021):**  
Guides the creation of accessible, welcoming and equitable community spaces, programs and services.
- **Other relevant Council strategies:**  
Including the:
  - Community Engagement Strategy
  - Community Safety Action Plan
  - Open Space and Recreation Strategy
  - Active Transport Strategy
  - Resilience Strategy
  - Reconciliation Action Plan
  - Social Cohesion and Multicultural Plan.

# 6. Our Community

## Our City

Randwick City Council is located in Sydney's eastern suburbs



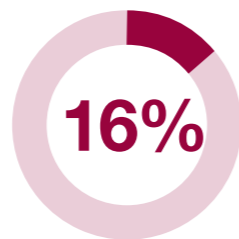
We have **high-quality sporting facilities, community centres, libraries** and a **museum** at La Perouse, as well as **nationally recognised education and health institutions** including the **University of NSW** and the **Randwick Hospitals Campus**.

These spaces provide opportunities for residents of all ages and backgrounds to connect, learn, access health services and participate in community life, all of which support health and wellbeing.

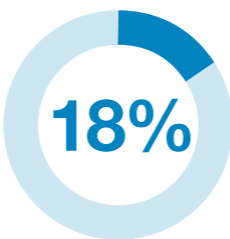
Understanding who lives in and visits Randwick helps Council plan accessible services, facilities and environments that meet the needs of people with disability.



RESIDENTS  
AGED OVER 65



RESIDENTS  
UNDER 18



## Transport and Connectivity



Reliable transport links connect Randwick City to the Sydney CBD, Sydney Airport and surrounding LGAs, enabling residents can access work, education, services and cultural experiences.

## Education, Volunteering and Employment



**43%** HOLD UNIVERSITY QUALIFICATIONS

Randwick is a highly educated community

**4%** UNEMPLOYED

**14%** PARTICIPATE IN VOLUNTEERING

## Visitors and Tourism



Randwick attracts a high number of visitors each year, particularly to its beaches, coastal walks, cultural sites and the Randwick Health and Education Precinct. This increases the importance of accessible public spaces, transport connections and visitor information.

## Housing and Social Inclusion



**6.1%**  
OF PEOPLE IN RANDWICK LIVE IN SOCIAL HOUSING

National data shows that people with disability are around four times more likely than others to be living in social housing.

## Aboriginal and Torres Strait Islander Community



**2%**  
OVERALL POPULATION

Randwick is also home to Aboriginal and Torres Strait Islander communities with deep cultural connections to Country. Aboriginal and Torres Strait Islander residents make up approximately 2% of the population overall, but this is significantly higher in La Perouse, where about one in five people identify as Aboriginal and Torres Strait Islander.

## Disability and Caring



**4.1%**  
OF RESIDENTS | **5,527**  
PEOPLE

reported needing help in their day to day lives, in areas such as self-care, mobility and communication due to disability. The proportion of residents needing daily assistance has stayed steady since 2016.

RESIDENTS  
AGED OVER  
**85**

have the highest need for support, with about half (51.7%) requiring assistance, compared with around 43% across Randwick overall.

**10.2%**  
OF RESIDENTS

provide unpaid care to someone with disability, similar to the Greater Sydney average.

## Cultural Diversity



Randwick is a culturally diverse community. This diversity enriches community life and shapes how residents access information, services and support.

**44%** OF RESIDENTS BORN OVERSEAS

**28%** SPEAK A LANGUAGE OTHER THAN ENGLISH AT HOME

# 7. Snapshot: Outcomes of the DIAP 2022-2026



## A stronger, more inclusive Randwick City

Randwick's second Disability Inclusion Action Plan 2022–2026 strengthened accessibility and inclusion across the City and provided valuable insights into what supports meaningful participation for people with disability. Through four years of implementation, Council deepened its understanding of where progress has been made and where further work is needed. These achievements and learnings form a strong foundation for the next DIAP.

## 7.1. Key Achievements at a Glance

### Strengthened community awareness and visibility of disability

Council delivered a sustained program of community education and awareness raising that increased understanding of disability, including hidden disability, neurodivergence, dementia and mental health. Lived experience voices were embedded across initiatives, helping challenge stigma and normalise conversations about disability, ageing, grief and wellbeing. Annual awareness campaigns and inclusive celebrations further strengthened visibility and community connection.

### Improved accessibility of public spaces, facilities and coastal environments

Council delivered significant upgrades across playgrounds, outdoor gyms, amenities, beaches and open spaces using universal design principles and lived experience input. Accessibility features were incorporated into new and upgraded facilities, and coastal access was expanded through improved infrastructure and more reliable access supports. Access audits increased accessible parking and more inclusive event practices further enhanced the usability of community spaces.



### Enhanced organisational capability and inclusive workforce practices

Council strengthened its internal capability through tailored disability awareness training for leaders, customer facing staff and recruitment decisionmakers. New eLearning modules supported inclusive communication, reasonable adjustment and accessible recruitment. Workforce planning was enhanced through commitments to expand traineeships, internships and identified roles for people with disability, supported by partnerships with specialist organisations.

### Better information, communication and system navigation

Council improved access to information through regular community education, clearer communication practices and strengthened referral pathways. Residents were better supported to navigate systems such as the

NDIS, aged care, mental health and carer support, while updates to the Community Engagement Strategy and a new Draft Coastal Wayfinding Strategy improved the accessibility of signage, digital content and engagement processes.

### Stronger governance and lived experience leadership

The establishment of the Access and Older Persons Community Advisory Committee and an internal DIAP Working Group created ongoing mechanisms for lived experience input and cross-departmental collaboration. Council also strengthened regional partnerships through interagency networks focused on ageing, disability, mental health and safeguarding, supporting coordinated responses and shared learning across the sector.

# 8. Developing our Plan

Randwick City Council developed the Disability Inclusion Action Plan 2026–2030 through a staged and collaborative process that centred the voices and experiences of people with disability, their families and carers, service providers, community organisations and Council staff. This approach ensured the Plan is grounded in lived experience and reflects both local needs and broader system changes affecting people with disability.

The development process included reviewing the policy and service environment, analysing demographic trends, assessing progress under the previous DIAP, and undertaking targeted engagement to understand current barriers and opportunities for inclusion across Randwick City. Insights from this work directly shaped the four focus areas and the actions in this Plan.



## 8.1. Engagement

Early engagement was undertaken between December 2025 and March 2026 to gather meaningful insights from people with disability and those who support them to inform the foundations of the DIAP. A mix of methods was used to ensure people could participate in ways that suited their needs. In total, 501 people participated in this early phase of engagement.

Using insights gathered during the early phase the plan was drafted. This draft was placed on public exhibition from 8 May until 4 June 2026 to test and refine the draft DIAP. During the public exhibition period, 244 community members provided feedback on the draft Plan.

A total of 745 engagements helped inform the development of the DIAP.

## Summary of engagement activities undertaken



### Focus Groups

- People with disability
- Carers
- Service providers

**23 PARTICIPANTS**



### Drop-in consultations

- People with disability
- Carers
- Broader community

**221 PARTICIPANTS**



### Targeted in-person survey (at community events)

- People with disability
- Carers
- LGBTQIA+
- Older people
- Culturally and Linguistically Diverse people
- Aboriginal and Torres Strait Islander people
- Older people
- Broader community

**375+ PARTICIPANTS**



### 1-1 interviews

- Service providers

**8 PARTICIPANTS**



### Online survey

- Council Staff
- Broader community

**61 PARTICIPANTS**



### Workshops

- Access and Older Persons Community Advisory Committee
- DIAP Internal Working Group
- Council Staff

**57 PARTICIPANTS**



### Public exhibition period

**FEEDBACK RECEIVED FROM 244 PARTICIPANTS**

**TOTAL 745 PARTICIPANTS**

## 8.2. What we heard

Feedback was analysed and grouped under the four legislated focus areas of the NSW Disability Inclusion Act. These themes reflect the lived experiences shared by participants and highlight the barriers, opportunities and priorities identified across the community.



### Attitudes and behaviours

A strong desire for greater understanding of hidden disabilities, neurodivergence and mental health, and more visible lived experience leadership.



### Liveable communities

The need for safer, more accessible and sensory aware public spaces; improved footpaths, signage and wayfinding; safer shared paths; and more inclusive programs and social opportunities.



### Employment

Interest in meaningful employment pathways, traineeships, mentoring and work readiness supports, particularly for young people with disability, alongside the importance of inclusive workplace cultures.



### Systems and processes

The most consistent theme across all groups, the need for clearer, more accessible information; easier navigation of Council and external systems; predictable communication; and stronger support for people who fall between the NDIS, aged care and mainstream services.



Across all engagement activities, several crosscutting themes also emerged, including the importance of recognising hidden disabilities, improving sensory-friendly environments, strengthening system navigation support, the compounding impacts of disability discrimination and other forms of discrimination, and embedding codesign and lived experience leadership. These insights informed outcomes and actions across all four focus areas.

These insights align closely with broader state and national trends, including increased system complexity, rising expectations for accessible information, and growing demand for sensory-friendly environments and co-designed approaches.

The findings from this engagement directly informed the development of the DIAP 2026–2030, ensuring the Plan responds to the priorities identified by people with disability and those who support them.



# 9. Our Disability Inclusion Action Plan

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## Focus Area 1: Attitudes and Behaviours

This focus area is about strengthening understanding of disability and fostering attitudes and behaviours that support inclusion. Building on the progress of the previous DIAP, Council will continue to increase awareness of visible and hidden disability, challenge stigma, and promote respectful, inclusive behaviour across the community. Through education, visibility and lived experience leadership, Council will help ensure people with disability feel recognised, valued and able to participate fully in community life.

## Case Study: From Isolation to Inclusion in Practice

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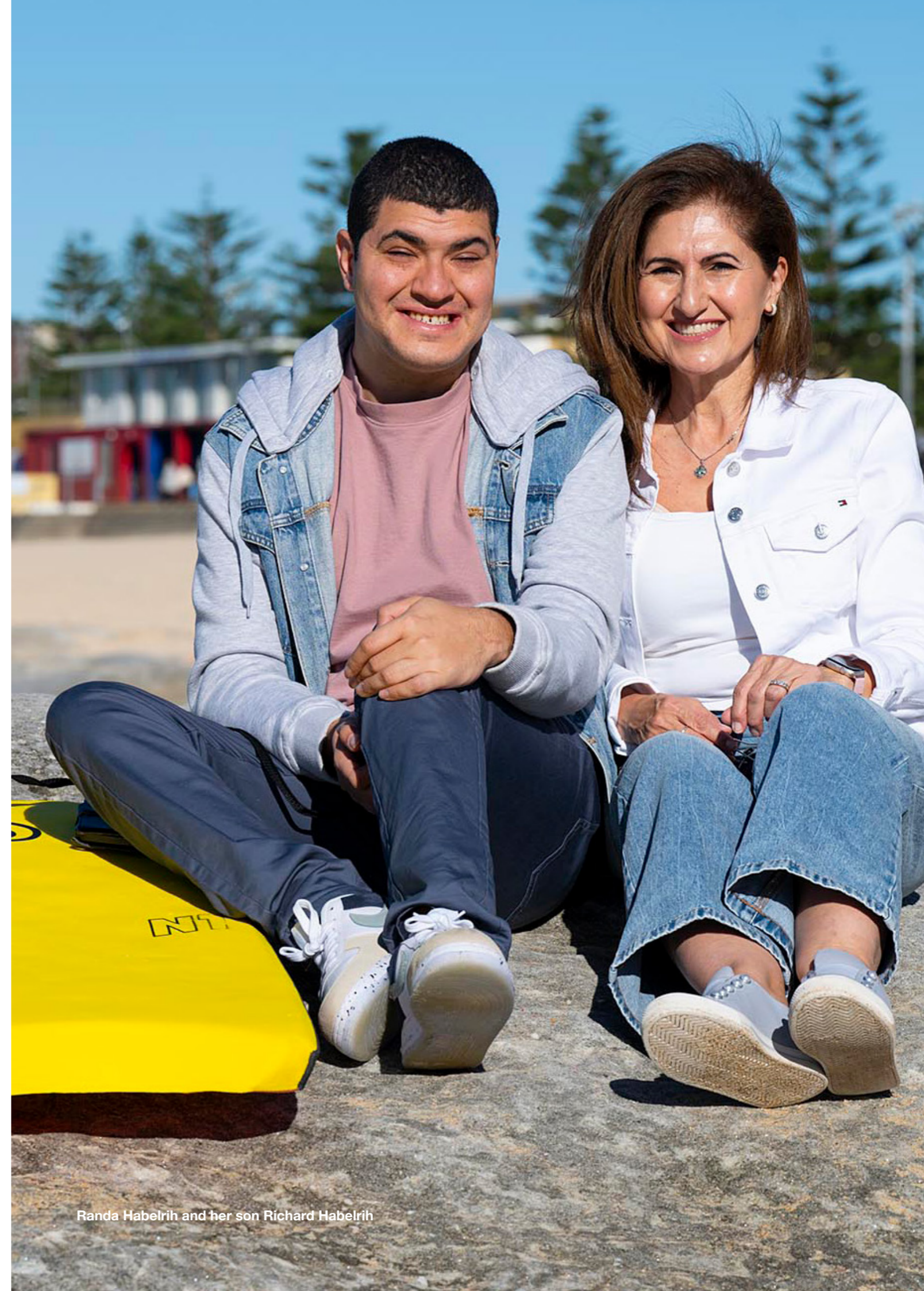
Randa Habelrih, founder of Autism MATES, has spent years supporting autistic individuals and their families to build connection, confidence and pathways into community life.

Through her lived experience, she has seen that the greatest challenge is not disability itself, but the isolation created by community attitudes and behaviours. Families often face barriers when trying to access schools, workplaces and everyday community spaces, and neurodivergent people are frequently misunderstood or overlooked. Randa shared that

**“the biggest issue is not the disability itself, it’s the isolation”**

describing how even simple things like being placed out of sight at a community event or not knowing where to find support can deepen that sense of disconnection. These experiences, while they may seem minor, can have a lasting impact on confidence, participation and wellbeing.

At the same time, Randa acknowledged that there have been positive steps locally. Being included in events such as the Randwick Spot Festival and Council’s willingness to engage directly with people with lived experience has made a difference. She reflected that sometimes it is the simplest things that matter most, having a visible presence, having a conversation, or being acknowledged in a space. For many families, those moments can be the first time they feel seen or supported. Through Autism MATES, Randa continues to show what inclusion can look like in practice, where people with disability are part of everyday community life and recognised for what they contribute. Her experience highlights the importance of continuing to build on this work, so inclusion is not something separate, but something that is embedded across all community spaces and services.



Randa Habelrih and her son Richard Habelrih

## Focus Area 1: Attitudes and Behaviours

OUTCOMES	ACTIONS	ACTION OWNER	INDICATORS	REPORTING TIMEFRAME
<b>1.1 Community understanding of disability</b> People across Randwick City have a stronger understanding of disability, recognise diverse experiences and contribute to welcoming, accessible and inclusive everyday interactions.	Co-design, deliver and promote disability-inclusive awareness campaigns and annual celebrations, such as International Day of People with Disability and Disability Pride Month.	<b>Lead:</b> Communications  <b>Supporter:</b> Community Development	Awareness campaigns and annual celebrations delivered and promoted. Campaigns and celebrations shaped with lived-experience voices. Increased visibility of disability-inclusive messages during campaign periods. Examples of initiatives that highlight the diversity and achievements of people with disability.	Ongoing
	Use Council events, programs and communication channels to promote positive attitudes toward people with disability.	<b>Lead:</b> Communications  <b>Supporters:</b> Community Development  Economic Development and Placemaking	Inclusive messaging embedded across Council events and programs and communications. Increased representation of people with disability in Council's ongoing communication materials. Examples of Council events and programs that highlight inclusive features or practices. Disability inclusion is reflected in Council's regular communication content.	Ongoing
	Partner with community organisations, government and other stakeholders to deliver information sessions and initiatives that build understanding of disability including hidden disability, neurodivergence and chronic illness.	<b>Lead:</b> Community Development	Increased participation in community information sessions. Positive feedback showing improved understanding and confidence. Examples of collaboration.	Ongoing
	Support the capacity of business networks, chambers and precinct groups to deliver and promote an education program and resources that support local businesses to become more accessible and inclusive.	<b>Lead:</b> Economic Development and Placemaking	Examples of inclusive business education programs and resources shared with local business networks and chambers. Business networks report increased awareness of available inclusion resources and good-practice examples. Shared examples and resources appear in business-network communications or sector channels where appropriate.	Ongoing
	Showcase examples of inclusive business practices through Council communication channels to support learning and awareness.	<b>Lead:</b> Economic Development and Placemaking  <b>Supporter:</b> Communication	Increased visibility of inclusive business practices across Council channels. Community feedback showing improved understanding of what inclusive business practice looks like. Examples of practice-based stories or case studies shared through Council communication channels.	Ongoing

OUTCOMES	ACTIONS	ACTION OWNER	INDICATORS	REPORTING TIMEFRAME
<b>1.2 Lived experience leadership</b> Lived experience voices shape community attitudes, reduce stigma and strengthen.	Embed lived experience speakers and storytellers in Council events, programs and community facing initiatives to strengthen representation and leadership, ensuring sessions are accessible and reflect a diverse range of lived-experience voices.	<b>Lead:</b> Community Development  <b>Supporter:</b> Economic Development and Placemaking  Libraries	Lived-experience speakers and contributors engaged across a diverse range of Council events and programs.  Sessions are delivered in accessible formats, including online options where appropriate.  A diverse range of lived-experience voices is represented, including different disability types and experiences.  Contributors supported through clear briefing, accessibility adjustments and fair recognition.  Community feedback showing increased connection with lived-experience stories.	Ongoing
	Co-design and deliver initiatives that challenge stereotypes and highlight the diversity of disability, including hidden disabilities.	<b>Lead:</b> Community Development	Co-designed initiatives delivered annually with people with disability and carers.  Participants report feeling respected, heard and meaningfully involved.  Initiatives reflect diverse disability experiences, including hidden disabilities.	Ongoing
	Enhance the visibility of people with disability through targeted events, activations and public-facing initiatives.	<b>Lead:</b> Economic Development and Placemaking  <b>Supporter:</b> Community Development	Visibility initiatives are co designed with people with disability to ensure respectful representation.  Participants report that involvement felt meaningful, safe and non-tokenistic.  Increased representation of people with disability across Council supported events and activations.	Year 3
	Co-design and promote initiatives and campaigns that acknowledge the contributions of carers, including younger carers, in partnership with relevant organisations and services.	<b>Lead:</b> Community Development  <b>Supporter:</b> Communications	Co-designed initiatives delivered with carers and carer organisations.  Carers report feeling recognised and represented in Council initiatives.  Increased visibility of carer contributions across Council communication channels.  Examples of partnerships with relevant organisations to deliver carer-focused initiatives.	Year 2

OUTCOMES	ACTIONS	ACTION OWNER	INDICATORS	REPORTING TIMEFRAME
<b>1.3 Disability confident Council</b> Council staff are skilled, confident and equipped to provide inclusive, accessible and neuro-affirming services.	Continue to provide disability inclusion awareness training for all staff, with mandatory refreshers for customer facing roles and managers.	<b>Lead:</b> Human Resources	Staff participation in disability inclusion training and refreshers. Staff report increased confidence in supporting people with disability. Improved customer experience feedback from people with disability.	Ongoing
	Deliver specialist training for staff on co design, universal design, accessible communication and inclusive service delivery.	<b>Lead:</b> Human Resources <b>Supporter:</b> Communications	Staff demonstrate improved capability in inclusive communication, co design and universal design. Examples of improved accessible communication, inclusive service delivery and universal design incorporated into Council projects. Increased use of accessible formats and communication standards across Council. Staff report increased confidence applying inclusive and neuro affirming practices in their roles.	Ongoing
	Develop and implement a 'Disability Confident Employer' practice guide in consultation with the Access and Older Persons Community Advisory Committee and internal DIAP Working Group, covering inclusive communication, adjustments, and neuro-affirming approaches.	<b>Lead:</b> Human Resources	Practice framework co-designed with the Access and Older Persons Community Advisory Committee and internal DIAP Working Group. Framework endorsed and implemented across relevant Council departments. Staff report increased confidence applying inclusive communication, reasonable adjustments and neuro-affirming approaches. Examples of the framework being applied in service delivery, communication or recruitment.	Year 4
	Embed the Hidden Disabilities Sunflower Program into staff training and induction ensuring staff can confidently support customers with hidden disability.	<b>Lead:</b> Community Development <b>Supporter:</b> Human Resources	Staff report increased confidence supporting people with hidden disability. Visible and consistent use of Sunflower Program materials across Council facilities. Staff induction and training modules include Sunflower Program content. Community feedback indicates improved experiences for people with hidden disability.	Year 1
	Deliver disability inclusion awareness training to the Executive Leadership Team and Councillors to strengthen leadership capability and understanding of legislative requirements, and strengthen understanding of diverse disability experiences, including visible and non-visible disability, and inclusive leadership practices.	<b>Lead:</b> Human Resources	Leadership demonstrates increased understanding of disability inclusion. Examples of inclusive decision making and leadership actions. Positive feedback from participants.	Year 2 and ongoing



## Focus Area 2: Liveable Communities

This focus area is about improving the accessibility, safety and usability of Randwick's buildings, public spaces, transport connections, footpaths, parks and toilets. Building on the universal design improvements delivered through the previous DIAP, Council will continue to upgrade the physical environment so that people with disability can move through the city more easily. This focus area also recognises that accessible places enable people to feel safe, confident, connected and able to participate in everyday community life. Through ongoing improvements to design, infrastructure and wayfinding, Council will support environments that promote independence, wellbeing and full inclusion.

## Case Study: Creating Safe and Accessible Everyday Spaces

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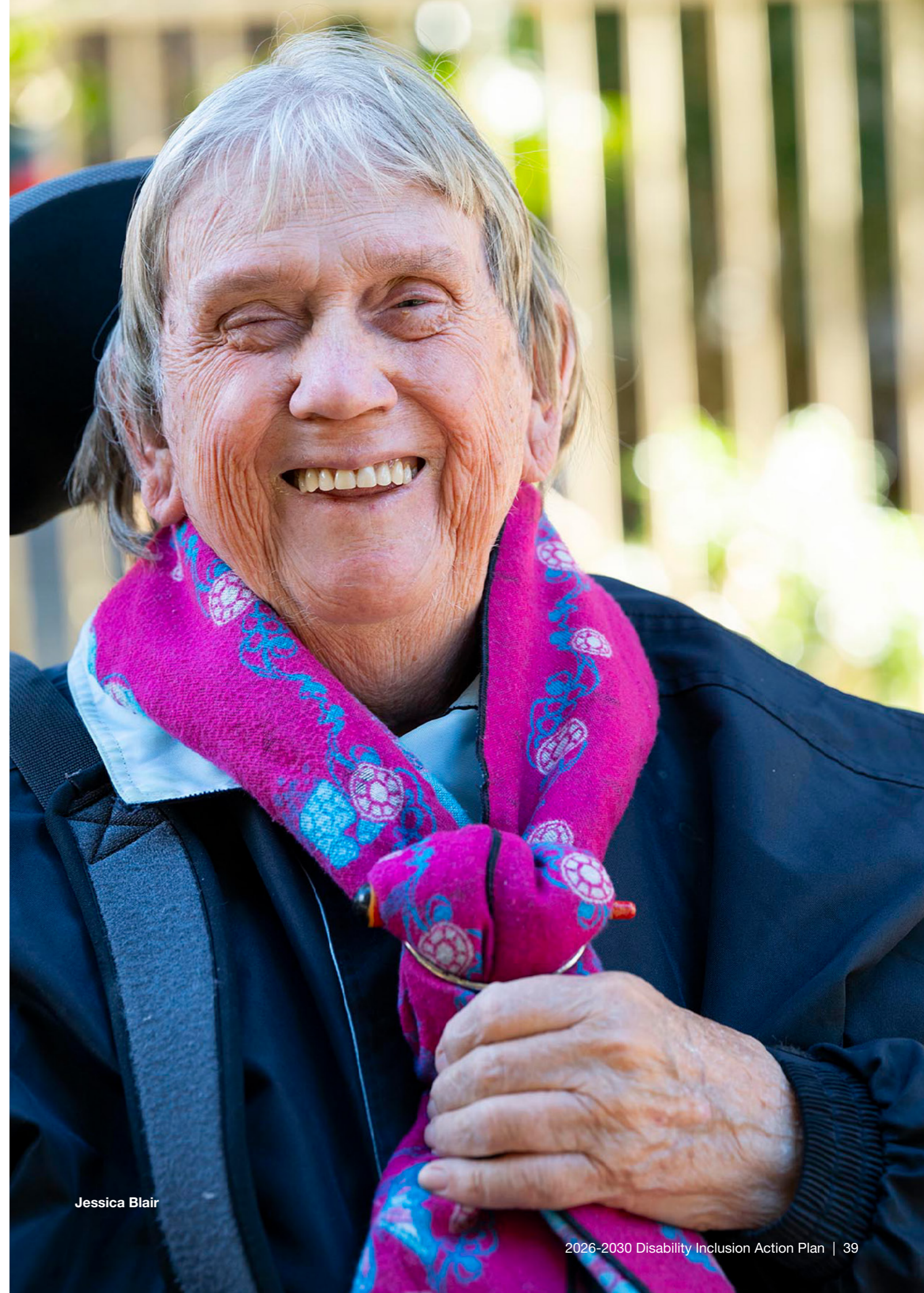
For Jessica Blair, a legally blind community member, the idea of a liveable community is simple. It is about being able to move through everyday spaces safely, independently and without unnecessary barriers. Their experience highlights how small design decisions can have a big impact. Something as minor as a single step can prevent access to a shop, while cluttered pathways, poor signage and blocked footpaths can make moving around stressful and, at times, unsafe.

They shared that they are unable to access around half of the shops they need, not because access is impossible, but because it has not been properly considered. “It shouldn’t have to be this hard for anyone,” they explain, pointing to the need to get things right from the start when designing and upgrading public spaces.

Jessica’s experience also shows how thoughtful infrastructure and local services can make a meaningful difference. Improvements to footpaths, better monitoring of obstructions and places like the Hub@Lexo have helped create safer and more supportive environments, particularly for older people and those who need assistance navigating services.

**“For them, a liveable community is one where people can go from point A to point B without barriers, where communication methods are flexible, and where people feel safe and supported in their everyday lives.”**

Jessica’s story highlights the importance of planning, accessibility and ongoing consultation to ensure public spaces are not just usable, but genuinely inclusive for everyone.



Jessica Blair

## Focus Area 2: Liveable Communities

OUTCOMES	ACTIONS	ACTION OWNER	INDICATORS	REPORTING TIMEFRAME
<b>2.1 Safe and accessible public spaces</b> Public spaces, footpaths and facilities across Randwick City are safe, accessible and easy to navigate for people with diverse disability.	Improve the safety, accessibility and navigability of footpaths, crossings and public spaces through Council's upgrade and maintenance programs, addressing access barriers and prioritising proactive maintenance, hazard reduction and usability and collaborating with Transport for NSW on state-managed roads and crossings.	<b>Lead:</b> Engineering Services	Improved ease of movement and safety reported by people with disability. Reduction in obstructions, hazards and access barriers in high use areas. Examples of upgrades delivered through Council's maintenance and capital works programs that improve accessibility. Collaboration with Transport for NSW contributes to improved accessibility on state managed roads and crossings.	Year 4
	Increase accessible outdoor seating, shade, lighting and rest points in key locations across the LGA through Council's update and public-space improvement programs.	<b>Lead:</b> Engineering Services	Increased availability of accessible seating, shade and rest points in key public spaces. Examples of upgrades shaped by accessibility and universal design considerations.	Ongoing
	Enhance outdoor wayfinding and signage to support mobility, sensory and cognitive access in public spaces, informed by lived-experience insights.	<b>Lead:</b> Engineering Services	Clearer and more accessible wayfinding and signage installed in priority locations. Examples of wayfinding improvements shaped by lived experience input. Increased consistency in signage and wayfinding across Council managed spaces.	Year 4
	Apply inclusive and accessible design principles to the planning, upgrade and renewal of parks, playgrounds and outdoor public facilities, informed by diverse lived-experience insights.	<b>Lead:</b> Engineering Services	New and upgraded parks, playgrounds and public facilities incorporate inclusive and accessible design features. Examples of inclusive design elements incorporated into capital works and renewal projects. Lived-experience input informs design decisions for upgrades and renewals.	Year 3
	Lead proactive initiatives with internal teams and external partners to improve safety on shared paths, addressing risks related to e-bikes, scooters and fast-moving path users, including promoting responsible shared-path behaviour through education initiatives, signage improvements and collaboration with relevant authorities, aligned with Council's Community Safety Action Plan.	<b>Lead:</b> Engineering Services  <b>Supporter:</b> Communications	Improved perceptions of safety on shared paths among people with disability. Examples of proactive initiatives that reduce conflicts and hazards on shared paths. Increased community awareness of safe shared-path behaviour. Collaboration with external partners contributes to improved safety outcomes.	Ongoing

OUTCOMES	ACTIONS	ACTION OWNER	INDICATORS	REPORTING TIMEFRAME
<b>2.1 Safe and accessible public spaces cont.</b> Public spaces, footpaths and facilities across Randwick City are safe, accessible and easy to navigate for people with diverse disability.	Work with emergency services, the Local Emergency Management Committee and community organisations to ensure emergency planning, evacuation procedures and recovery processes consider the needs of people with disability. Where appropriate, support community partners to promote person-centred emergency planning resources.	<b>Lead:</b> Sustainability and Resilience	Disability inclusion considered in Local Emergency Management planning (including measures to support mobility, sensory, cognitive and psychosocial disability). Accessible emergency information available. Consultation with people with disability undertaken.	Year 3
	Provide emergency preparedness information that clearly explains risks, evacuation procedures and local supports, in formats that are accessible to people with diverse disability, and ensure digital information meets accessibility standards.	<b>Lead:</b> Sustainability and Resilience  <b>Supporter:</b> Communications	Accessible emergency information published on the website. Information available in multiple accessible formats. Digital emergency information meets accessibility standards.	Year 4

OUTCOMES	ACTIONS	ACTION OWNER	INDICATORS	REPORTING TIMEFRAME
<b>2.2 Inclusive and sensory-aware facilities and events</b> Council facilities, programs and events are inclusive, welcoming and designed to support sensory, communication and accessibility needs.	Include accessibility requirements in event planning guidelines, grant funding agreements and permits to ensure Council-supported events are inclusive for people with disability.	<b>Lead:</b> Economic Development and Placemaking <b>Supporter:</b> Community Development	Accessibility checklist used for Council-supported events. Accessibility conditions included in funding agreements, event permits and Community Creative Investment grant guidelines. Examples of Council-supported events implementing accessibility and sensory-aware measures. Event Toolkit includes clear accessibility guidance and is promoted to event organisers.	Year 4
	Apply inclusive and sensory-aware design principles to Council buildings and indoor spaces through progressive improvements and practical adjustments informed by staff and community feedback.	<b>Lead:</b> Engineering Services Major Projects	Visible inclusive and sensory-aware improvements made to Council buildings and indoor spaces. Progressive upgrades and practical adjustments delivered across priority sites. Staff insights inform ongoing accessibility and sensory-aware improvements. Council facilities increasingly reflect inclusive and sensory-aware design principles.	Ongoing
	Ensure Council materials about events include accessibility information.	<b>Lead:</b> Communications	Accessibility information for Council events is consistently shared.	Year 3
	Increase the availability of sensory-friendly, quiet or low-stimulus sessions at Council events, programs and facilities.	<b>Lead:</b> Economic Development and Placemaking Recreation Business Services Library Services <b>Supporter:</b> Community Development	More sensory-friendly, quiet or low-stimulus sessions offered across Council events and programs. Sensory-friendly options clearly promoted across Council venues and programs. Staff capability strengthened to plan and deliver sensory-friendly sessions. Examples of Council events or programs implementing sensory-friendly adjustments.	Ongoing
	Improve the accessibility of indoor community facilities, including bathrooms, entrances and the ability to move around indoor spaces and ensure accessible facilities are well-located and connected through safe and accessible pathways, through progressive updates and renewal works.	<b>Lead:</b> Engineering Services	Upgraded facilities that are easier to navigate and use, including improved bathrooms, entrances and circulation spaces. Examples of accessibility improvements delivered through renewal and upgrade programs.	Ongoing
	Embed sensory, communication and cognitive accessibility considerations into event and program design by providing staff with clear checklists, tools and guidance.	<b>Lead:</b> Community Development <b>Supporter:</b> Communications Economic Development and Placemaking	Staff demonstrate increased confidence in designing inclusive events and programs. Events and programs show clearer consideration of sensory, communication and cognitive access needs. Positive feedback from participants with disability about comfort and inclusion. An inclusive event design toolkit or checklist is developed, promoted and used by staff.	Year 3 and ongoing

OUTCOMES	ACTIONS	ACTION OWNER	INDICATORS	REPORTING TIMEFRAME
<b>2.3 Accessible transport, parking and movement</b> People with disability can move safely and independently around Randwick City through accessible transport, parking and connected pathways.	Advocate for more accessible and inclusive sustainable transport options including public transport, bus stops, shelters, walking, wheeling and cycling connections that support people with visible and invisible disability.	<b>Lead:</b> Engineering Services	Examples of Council advocacy contributing to improved accessibility in sustainable transport networks.  Increased visibility and availability of accessible transport infrastructure (e.g., shelters, kerb ramps, tactile indicators, safe crossings).	Year 2 and ongoing
	Improve the availability, visibility and usability of accessible parking across the LGA, including clearer information, updated mobility parking maps and stronger compliance, ensuring locations consider proximity to destinations, flat access and usability.	<b>Lead:</b> Engineering Services	More accessible parking that is easy to locate, understand and use.  Improved compliance with accessible-parking requirements.  Updated and publicly available mobility-parking maps and information.	Year 3
	Improve pathway connections between key destinations such as shops, parks, beaches and community facilities, by identifying gaps and working with organisations responsible for those areas to address them.	<b>Lead:</b> Engineering Services	Accessibility audits identify gaps and priority pathway connections between key destinations.  Examples of collaborative initiatives with organisations responsible for key routes (e.g., TfNSW, Crown Lands, universities, hospitals).  Increased community awareness of accessible routes and connections.	Year 4
	Identify Council's accessibility and safety priorities and work with transport partners to improve the safety, accessibility and predictability of local transport services.	<b>Lead:</b> Engineering Services	Examples of collaborative initiatives with transport partners that respond to Council's identified accessibility and safety priorities.	Year 2
	Increase access to community facilities for disability-led groups, peer support groups and carer meet-ups.	<b>Lead:</b> Community Development	More disability-led and peer support groups using Council spaces.  Positive feedback from groups about accessibility and support.  Examples of increased access to suitable facilities.	Year 2

OUTCOMES	ACTIONS	ACTION OWNER	INDICATORS	REPORTING TIMEFRAME
<b>2.4 Community spaces that support connection and belonging</b> Community spaces and programs support social connection, participation and a sense of belonging for people with disability and their carers.	Support programs and activities that build social connection for people with disability, including sensory-friendly and low-pressure options, and targeted initiatives for people experiencing social isolation, carers and people with psychosocial disability.	<b>Lead:</b> Community Development	More inclusive programs supporting connection and participation. Positive feedback from participants about comfort and belonging. Increased participation in sensory friendly and low pressure activities.	Ongoing
	Partner with local organisations to deliver inclusive programs that support participation and reduce isolation.	<b>Lead:</b> Community Development	Stronger partnerships with disability and community organisations. Examples of collaborative programs improving social connection. Community feedback showing reduced isolation.	Ongoing
	Promote opportunities for people with disability and carers to connect through Council programs, libraries and community centres, and improve visibility and promotion across multiple channels to ensure community awareness across all suburbs.	<b>Lead:</b> Communications  <b>Supporters:</b> Libraries  Community Development	Increased visibility of inclusive programs and opportunities. Examples of targeted promotion across Council channels.	Ongoing
	Support community groups to make their activities more accessible and inclusive through guidance, resources and access to suitable facilities.	<b>Lead:</b> Community Development	Community groups report improved confidence in inclusive practice. Examples of groups adopting more accessible and inclusive approaches. Increased use of Council resources that support inclusion (e.g., guidance, tools, facilities, grants or other supports). Community groups supported through relevant Council grant programs to improve accessibility.	Year 3 and ongoing
<b>2.5 Accessible and inclusive housing</b> People with disability have access to housing that is accessible, adaptable and supports independent living.	Promote accessible, adaptable and inclusive housing by collaborating with housing providers and developers, and by ensuring best practice accessible and universal design requirements in Council's planning framework, including updates to the Randwick Development Control Plan (DCP) and Randwick Local Environmental Plan (LEP).	<b>Lead:</b> Strategic Planning	Accessibility and inclusion are reflected in Council's planning framework, including when updating the DCP and LEP.  Advice provided to housing providers and developers on accessible, adaptable and inclusive design. Ensure developments incorporate universal, accessible and adaptable design in accordance with Council's DCP requirements.	Year 4



## Focus Area 3: Employment

This focus area is about strengthening pathways to employment and supporting people with disability to participate fully in work and community life. Building on earlier workforce inclusion initiatives, Council will continue to improve recruitment practices, expand traineeships and internships, support reasonable adjustment and build staff capability. These actions will help create an inclusive organisational culture where people with disability can access meaningful employment and thrive in their roles.

# Case study: Strengthening Inclusive Employment Through Collaboration and Leadership

Randwick City Council has taken a proactive approach to improving employment outcomes for people with disability by embedding inclusion within its internal systems and decision making.

A key step has been the establishment of an internal DIAP Working Group, bringing together staff from across the organisation to drive implementation, share responsibility and build disability confidence within teams. This group provides a structured way to review recruitment practices, identify barriers and develop more inclusive approaches to employment. It ensures that inclusion is not the responsibility of a single team, but is considered across all areas of Council, helping to shift workplace culture and embed more accessible and flexible employment pathways.

Alongside this, Council has strengthened its connection to lived experience through the Access and Older Persons Community Advisory Committee. This external advisory group brings together community members, including people with disability and older residents, to provide direct input into Council's planning and decision making. Their insights help shape more inclusive employment practices by highlighting real barriers, identifying opportunities and ensuring that initiatives are grounded in community need.

**“Together, these two groups create a strong feedback loop between Council and community, supporting more informed, responsive and inclusive employment outcomes.”**

Council has also strengthened its commitment to inclusive employment by becoming a member of the Australian Disability Network, a step finalised under the 2022–2026 DIAP. This membership provides access to specialist guidance, resources and benchmarking tools that support Council to build disability-confident recruitment, workplace adjustments and leadership capability.

This approach demonstrates how governance, collaboration and lived experience can work together to create meaningful change and open up greater opportunities for participation in the workforce.



## Focus Area 3: Employment

OUTCOMES	ACTIONS	ACTION OWNER	INDICATORS	REPORTING TIMEFRAME
<b>3.1 Strengthening pathways into meaningful employment</b> People with disability have clearer, supported pathways into meaningful local employment, volunteering and work experience.	Increase access to traineeships, internships and work experience opportunities within Council and the local community, including structured pathways for young people and school-to-work transition opportunities.	<b>Lead:</b> Human Resources	More traineeship, internship and work experience opportunities available to people with disability. Increased participation in Council supported work experience programs. Examples of successful placements and pathways into employment. Examples of flexible, part time or neuro-affirming tasks supporting participation in traineeships or internships.	Ongoing
	Promote volunteering and community-based roles as employment pathways for people with disability.	<b>Lead:</b> Community Development	Increased visibility of volunteering as a supported pathway to work. Positive feedback from volunteers about skill development and confidence. Examples of volunteers transitioning into paid or ongoing roles.	Ongoing
	Strengthen inclusive recruitment practices to ensure Council's hiring processes are accessible, inclusive and remove unnecessary barriers for applicants with disability.	<b>Lead:</b> Human Resources  <b>Supporter:</b> Community Development	Recruitment practices demonstrate improved accessibility and inclusion (e.g., clearer language, accessible formats, flexible application options). Applicants with disability report improved accessibility, confidence and fairness in the recruitment process. Examples of adjustments or inclusive approaches used during recruitment, including neuro-affirming options where relevant. Evidence of HR reviewing and updating recruitment guidance or tools to reduce barriers.	Year 4

OUTCOMES	ACTIONS	ACTION OWNER	INDICATORS	REPORTING TIMEFRAME
<b>3.2 Modelling inclusive employment at Council</b> Council is a disability confident employer with inclusive recruitment, workplace adjustments and neuro-affirming practices embedded across the organisation.	Improve the consistency and accessibility of workplace adjustment options across all Council teams.	<b>Lead:</b> Human Resources	Workplace adjustment options are clearly documented and accessible to staff. Staff report improved access to workplace adjustments. Clearer processes for requesting and implementing adjustments. Examples of adjustments supporting staff to thrive at work.	Year 4
	Build staff and leadership capability in inclusive, neuro-affirming and disability confident employment practices, including supporting teams to understand and respond to diverse communication and workplace needs.	<b>Lead:</b> Human Resources	Staff and leaders demonstrate increased confidence in inclusive and neuro-affirming and disability confident practice. Positive feedback on the relevance, quality and impact of training and support. Examples of inclusive approaches embedded in team culture and everyday practice. Evidence of teams being supported to understand and respond to diverse communication and workplace needs.	Year 3
	Strengthen Council's inclusive employment practices by connecting with disability employment experts and organisations, as needed, to improve support for staff with disability, including targeted entry pathways and recruitment initiatives for people with disability.	<b>Lead:</b> Human Resources	Stronger connections with disability employment experts and organisations, used as needed to inform practice. Examples of external advice or collaboration improving employment pathways or workplace support. Increased awareness and application of best-practice inclusive employment approaches across HR and leadership.	Year 2
	Review and update internal policies and procedures to ensure they support inclusive, neuro-affirming employment and retention, and involve the internal DIAP Working Group in this process.	<b>Lead:</b> Human Resources	Updated policies reflect inclusive and neuro-affirming practice. Staff report improved clarity and confidence in employment processes. Examples of policy changes improving workplace inclusion. Evidence of DIAP Working Group involvement in policy review.	Year 2
	Partner with local business networks and specialist organisations to promote the benefits of employing people with disability.	<b>Lead:</b> Economic Development and Placemaking	Increased engagement from business networks on disability inclusion. Examples of joint initiatives promoting inclusive employment. Positive feedback from businesses about awareness and confidence.	Year 3 and ongoing

OUTCOMES	ACTIONS	ACTION OWNER	INDICATORS	REPORTING TIMEFRAME
<b>3.3 Building disability confident local employers</b> Local businesses have the confidence, skills and tools to employ people with disability and create inclusive, neuro-affirming workplaces.	Work with specialist organisations and local employers to provide training, resources and peer learning opportunities that strengthen inclusive recruitment, workplace adjustments and neuro-affirming employment practices.	<b>Lead:</b> Economic Development and Placemaking	Increased participation in capability-building activities (e.g. training, workshops, peer-learning sessions). Examples of businesses adopting inclusive recruitment and workplace adjustment practices.	Year 3
	Support businesses to access government incentives, programs and supports related to disability employment.	<b>Lead:</b> Economic Development and Placemaking	Businesses report improved awareness of available supports. Examples of businesses accessing incentives or programs. Increased confidence among businesses to employ people with disability.	Year 3
	Provide practical tools to help businesses create accessible, welcoming and inclusive workplaces.	<b>Lead:</b> Economic Development and Placemaking	Businesses report improved ability to identify and reduce barriers. Increased use of Council’s accessibility tools and resources. Examples of practical improvements made by local businesses.	Year 2
	Provide clear, up-to-date accessibility information about Council facilities, services, parks, beaches, toilets and transport options on Council’s website.	<b>Lead:</b> Communications  <b>Supporter:</b> Community Development  Economic Development and Placemaking  Engineering Services	Accessibility information published online in clear, easy-to-find formats. Information regularly updated to ensure accuracy. Examples of locations with improved accessibility information. Accessibility filters or features added to relevant webpages (e.g. What’s On). Reduction in outdated or duplicated accessibility information on the website.	Year 2



## Focus Area 4: Systems and Processes

This focus area is about making information, communication and Council systems easier to access and navigate. Building on improvements made in the previous DIAP, Council will continue to strengthen accessible communication, simplify processes, improve customer experience and ensure engagement activities are inclusive. These actions will support people with disability and carers to access the services they need with clarity, consistency and confidence

# Case Study: Building Inclusion Through Systems and Processes

Santina Tesoriero’s experience as a lifelong carer and mother of Marie highlights how systems and processes can either enable or limit inclusion. From navigating early diagnosis to finding and maintaining support networks, Santina describes how inconsistent or short-term systems can leave families feeling unsupported and isolated.

Everyday systems such as workplaces and community interactions still reflect gaps in understanding, with assumptions made about what people with disability can or cannot do. As Santina shared, “people giving you a chance and including you makes a big difference”, reinforcing that systems must create real opportunities, not just access.

There are clear examples of how thoughtful systems and processes can support inclusion when done well. Santina acknowledged the growing awareness within the community and the role Council has played in creating more opportunities for participation. Marie’s involvement in volunteering, public speaking and community events shows the impact of being included in meaningful ways. Council’s approach to consultation, visibility and recognising Marie’s contribution has helped reinforce that inclusion is not just about access, but about being heard, valued and involved.

**“This case study highlights the importance of stable, consistent supports, inclusive decision making and systems that are designed with people with disability, not just for them.”**

It shows that when processes are intentional, inclusive and sustained, they create real pathways for participation and belonging.



Marie Tesoriero aka ‘Cool Marie’



Santina Tesoriero pictured with her daughters Marie and Natalie

## Focus Area 4: Systems and Processes

OUTCOMES	ACTIONS	ACTION OWNER	INDICATORS	REPORTING TIMEFRAME
<b>4.1 Clear and accessible information</b> People with disability and carers can easily access, clear, accurate and accessible information about Council services, facilities and processes.	Provide emergency preparedness information that clearly explains risks, evacuation procedures and local supports in formats that are accessible to people with diverse disabilities, and ensure digital information meets accessibility standards.	<b>Lead:</b> Sustainability and Resilience  <b>Supporter:</b> Communications  Community Development	Accessible emergency information published on the website. Information available in multiple accessible formats. Digital emergency information meets accessibility standards.	Year 3
	Ensure grant applications, funding guidelines and reporting processes are accessible and inclusive for people with disability and carers.	<b>Lead:</b> Community Development	Grant forms and application platforms reviewed for accessibility. Alternative submission options available. Examples of improved accessibility in grant processes. Assessors demonstrate increased confidence in inclusive assessment practices.	Year 3
	Prepare, adopt and implement a Council-wide accessible communication standard that sets clear expectations for plain, inclusive and accessible communication across all channels, and support business units to apply the standard consistently.  Ensure information is accessible and easy to understand for people with disability and culturally and linguistically diverse communities, including the use of plain English, high quality translated materials in key community languages, and accessible formats such as audio, visual, and easy-read content.  Ensure translations are accurate, culturally appropriate and delivered in a timely way during emergencies or service changes.	<b>Lead:</b> Communications	Council-wide accessible communication standard developed, adopted and implemented.  Increased consistency in the accessibility and clarity of Council communications across formats and channels (e.g. use of plain English, accessible formats and translations).  Examples that demonstrate improved accessibility of information (e.g. Easy Read, translated materials, alternative formats).  Business units demonstrate application of the community standard in practice.	Year 4
	Test and refine the accessible communication standard with the internal DIAP Working Group, the Access and Older Persons Community Advisory Committee, and where appropriate, accessibility specialists.	<b>Lead:</b> Communications  <b>Supporter:</b> Community Development	Lived experience feedback visibly shaping communication practices. Improved clarity and accessibility of priority information. Examples of refinements made through testing.	Year 2

OUTCOMES	ACTIONS	ACTION OWNER	INDICATORS	REPORTING TIMEFRAME
<p><b>4.1 Clear and accessible information cont.</b></p> <p>People with disability and carers can easily access, clear, accurate and accessible information about Council services, facilities and processes.</p>	Provide staff with simple guidance, templates and examples to help them create clear, accessible and inclusive information, including when specialised formats (e.g. Easy Read) are required and how to use inclusive language.	<b>Lead:</b> Communications	<p>Staff report increased confidence creating accessible and inclusive content.</p> <p>More Council information produced in clear, plain English formats.</p> <p>Examples of improved documents and materials.</p> <p>Staff know where to seek specialist advice when needed.</p>	Year 4
	Continue to make key documents and consultations available in accessible formats, ensuring priority information is consistently published in plain English, accessible PDFs/ Word versions, and alternative formats on request, and that key documents are supported by short-form summaries highlighting key information and actions.	<b>Lead:</b> Communications	<p>Key documents and consultation are consistently available in accessible formats (e.g. plain English, accessible PDFs/Word versions, alternative formats on request).</p> <p>Short-form summaries are provided for key documents.</p> <p>Improved usability of Council information reported by people with disability.</p>	Year 4 and ongoing
	Progressively improve the accessibility and usability of Council's website and digital platforms, prioritising high impact information and services identified through advice from the internal DIAP Working Group, including improvements to navigation, search functionality and accessibility features.	<b>Lead:</b> Information Management and Technology	<p>Progression of digital platforms and content to meet accessibility and usability best practice standards.</p> <p>Improved user experience reported by people with disability, including ease of navigation and information access.</p> <p>Examples of priority pages or services upgraded to improve accessibility.</p>	Ongoing
	Investigation of accessibility training to support Randwick website content publishers in the delivery of content.	<b>Lead:</b> Human Resources  <b>Supporter:</b> Information Management and Technology	<p>Accessibility training options explored to support staff creating online content.</p> <p>Staff provided with clearer guidance to improve the accessibility of Council information.</p> <p>Examples of improvements made to online content following staff capability building.</p>	Year 1
	Ensure updates to services, programs and facilities are communicated in accessible, timely and predictable ways across all Council channels, including social media.	<b>Lead:</b> Communications	<p>Community feedback showing improved clarity and predictability of updates.</p> <p>More consistent use of accessible communication practices across channels (e.g., captions, visual descriptions, screen reader friendly posts).</p> <p>Examples of timely updates shared across channels.</p>	Ongoing

OUTCOMES	ACTIONS	ACTION OWNER	INDICATORS	REPORTING TIMEFRAME
<p><b>4.1 Clear and accessible information cont.</b></p> <p>People with disability and carers can easily access, clear, accurate and accessible information about Council services, facilities and processes.</p>	<p>Test the clarity, accessibility and usability of Council information with the internal DIAP Working Group, the Access and Older Persons Community Advisory Committee and, where appropriate, accessibility specialists.</p>	<p><b>Lead:</b> Communications</p>	<p>Lived experience testing embedded in communication processes. Examples of improvements made through testing. Positive feedback about usability and clarity.</p>	Year 4
	<p>Strengthen and promote Council’s accessibility feedback and complaints pathways so it is easy to find, easy to use, and accessible to all community members.</p>	<p><b>Lead:</b> Customer Service</p> <p><b>Supporters:</b> Communications</p> <p>Information Management and Technology</p> <p>Community Development</p>	<p>Increased visibility and community awareness of accessibility feedback pathway. Examples of improvements made as a result of accessibility-related feedback. Review with the DIAP Working Group documented, with visible refinements made. Community receives timely responses to accessibility feedback and are informed of actions taken.</p>	Year 3
	<p>Strengthen face-to-face and phone-based support for people who need help navigating Council services, ensuring assistance is accessible, flexible and available at physically accessible locations, and review these support options with the internal DIAP Working Group.</p>	<p><b>Lead:</b> Customer Service</p> <p><b>Supporters:</b> Community Development</p> <p>Communications</p>	<p>Increased visibility and community awareness of accessibility feedback pathway. Examples of improvements made as a result of accessibility-related feedback. Review with the internal DIAP Working Group documented, with visible refinements made.</p>	Year 3

OUTCOMES	ACTIONS	ACTION OWNER	INDICATORS	REPORTING TIMEFRAME
<b>4.2 Supported navigation of Council services</b> People with disability and carers can easily navigate Council services, processes and information, with clear pathways and support when needed.	Improve internal referral pathways so residents are connected to the right team quickly and predictably.	<b>Lead:</b> Customer Service	Faster, more predictable referrals across Council teams. Staff report improved clarity about referral processes. Community feedback showing smoother service navigation. Clear, up to date internal referral information available to Customer Service staff (e.g., lists, pathways, hand off guidance).	Year 2
	Ensure Council records reflect people's preferred communication methods, particularly when supporting people with disability.	<b>Lead:</b> Customer Service	Increased use of preferred communication methods. Positive feedback from residents about feeling respected and understood (e.g. email, phone, written). Examples of improved communication experiences. Reduced reliance on single format forms or processes when supporting people with disability.	Year 2
	Provide staff with clear guidance on internal processes to support residents who fall between systems and supports.	<b>Lead:</b> Community Development	Staff report increased confidence supporting people who fall between systems. More consistent responses to complex support needs. Examples of improved coordination with external services. Clearer internal guidance available to Customer Service for complex or cross system enquiries.	Ongoing
	Develop simple, accessible pathways for key Council processes (e.g. facility bookings, waste services, permits etc.).	<b>Lead:</b> Customer Service	Clearer, easier to follow processes for high use services. Positive feedback about ease of completing key tasks. Examples of simplified pathways shaped by user feedback.	Year 2
	Ensure information about how to access Council services is available in multiple formats, including face-to-face, phone, online and printed materials.	<b>Lead:</b> Communications	Increased availability of information in face to face, phone, online and printed formats. Positive feedback about accessibility and clarity. Examples of improved communication across channels.	Ongoing
	Make it easier for people with disability to find local services and supports by providing clear, accessible information through Council's website, printed materials and customer service channels.	<b>Lead:</b> Communications <b>Supporter:</b> Community Development Customer Service	Increased visibility of information across Council channels. Community feedback showing improved awareness of local supports. Examples of clearer, more accessible information provided online and in print. Evidence of improved coordination between Customer Service, Community Development and Communications when providing local support information.	Ongoing
	Use the Access and Older Persons Community Advisory Committee and the internal DIAP Working Group as key advisory bodies for relevant projects, while also ensuring opportunities for broader community participation where needed.	<b>Lead:</b> Community Development	Advisory groups actively shaping relevant projects. Examples of decisions influenced by lived experience advice. Positive feedback from advisory group members.	Ongoing

OUTCOMES	ACTIONS	ACTION OWNER	INDICATORS	REPORTING TIMEFRAME
<b>4.3 Meaningful co-design and lived-experience input</b> People with disability have meaningful, supported opportunities to shape Council policies, policy development, projects and services through co-design and lived-experience input.	Develop and embed a simple, practical approach for people with lived experience of disability to inform Council projects.	<b>Lead:</b> Communications  <b>Supporter:</b> Community Development	Staff report increased confidence using co design methods. More projects incorporate lived experience input early in design. Examples of co-designed improvements to services and spaces. Evidence of input from a broader range of disability led or specialist organisations where relevant.	Year 3 and ongoing
	Promote co-design opportunities in accessible ways and provide feedback to participants on how their input influenced decisions.	<b>Lead:</b> Communications  <b>Supporter:</b> Community Development	Increased participation in co design activities. Participants receive clear updates on how their input was used. Examples of accessible promotion across Council channels.	Ongoing
	Embed accessibility and inclusion requirements in procurement processes and encourage engagement of disability-led businesses and social enterprises.	<b>Lead:</b> Procurement	Procurement guidelines updated to include accessibility and inclusion requirements. Accessibility requirements included in relevant tenders. Examples of engagement with disability-led businesses and social enterprises.	Year 4
	Participate actively in local interagencies to strengthen cross-sector coordination and information sharing, including the Eastern Suburbs Disability Interagency and other relevant networks.	<b>Lead:</b> Community Development	Active participation in key interagencies and networks. Examples of collaborative initiatives addressing service gaps. Improved coordination reported by partners.	Ongoing

OUTCOMES	ACTIONS	ACTION OWNER	INDICATORS	REPORTING TIMEFRAME
<b>4.4 Stronger partnerships and system coordination</b> Council works with services, government agencies and community organisations to improve coordination, referral pathways and system navigation for people with disability.	Work with local services to identify gaps, emerging issues and opportunities for joint responses.	<b>Lead:</b> Community Development	Staff report improved understanding of local supports. More accurate and timely referrals for residents. Examples of shared information improving service navigation.	Ongoing
	Strengthen referral connections between Council and service providers to support people who fall between systems.	<b>Lead:</b> Community Development	Stronger partnerships supporting coordinated responses. Examples of improved referral pathways. Positive feedback from partners and community members.	Ongoing
	Collaborate with government and community partners on initiatives that improve access, inclusion and support.	<b>Lead:</b> Community Development	Regular participation in cross sector planning and coordination activities. Partner feedback shows improved collaboration and information sharing. Examples of joint initiatives delivered with government and community partners.	Ongoing
	Share insights from Council engagement and lived experience feedback with interagency partners to inform local planning.	<b>Lead:</b> Community Development	Insights from Council engagement and lived experience feedback shared regularly with interagency partners. Interagency partners report improved understanding of local disability inclusion needs. Examples of interagency planning or initiatives informed by Council shared insights.	Ongoing



# 10. Governance, Monitoring and Review

## Governance

Council's Director Community and Culture is the Executive lead for the Disability Inclusion Action Plan 2026-2030. Implementation of the DIAP will be overseen by Council's internal DIAP Working Group, with guidance from the Access and Older Persons Community Advisory Committee and Council staff.

## Monitoring and Reporting

Council staff will track progress against each action through quarterly reporting as part of Council's established monitoring cycle. Achievements, challenges and gaps will be recorded to support continuous improvement and guide future planning.

Council will report annually on DIAP progress through its Annual Report and will provide updates to the NSW Disability Council in line with legislative requirements. Progress will also be shared with the community to maintain transparency and support ongoing feedback.

## Review

The DIAP will undergo a formal review at the end of the four year cycle, with outcomes, learnings and community input informing the development of the next Plan. Some actions may need to be adjusted over time in response to changes in legislation, funding or external circumstances beyond Council's control.

Ongoing engagement with people with disability, carers, service providers and community organisations will support the review process and ensure the DIAP remains responsive to local needs and broader system changes.





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a sense of community