



Inclusive, Diverse & Accessible Policy Framework



Acknowledgement of Country

Council respectfully acknowledges the traditional owners of the land on which we meet – the Larrakia People – and pay respect to their elders, past present and future.



Contents

| | |
|--|----|
| Executive Summary | 4 |
| Introduction | 6 |
| Our Community | 8 |
| Inclusion, Diversity and Accessibility | 9 |
| Legislative Context | 10 |
| The IDA Framework | 13 |
| Principles of the IDA Framework | 14 |
| Domains of the IDA Framework | 18 |
| IDA Advisory Committee Establishment | 30 |
| Appendices | 31 |

Executive Summary

In 2018, the City of Palmerston worked with the Palmerston community to develop a comprehensive Community Plan using a world-leading process of deliberative democracy. The Plan sets the course for Council's work for ten years based on priorities identified by the people of Palmerston.

Central to all areas of the Community Plan are three key elements:

- Palmerston is a welcoming vibrant family city that fosters diversity and unity.
- In Palmerston everyone belongs.
- In Palmerston everyone is safe.

The Community Plan contains objectives and strategies for the City of Palmerston across six Outcomes: Family and Community, Vibrant Economy, Cultural Diversity, Future Focused, Environmental Sustainability and Governance. Many of these relate directly and indirectly to showcasing Palmerston's diversity and to increasing inclusion and accessibility for people of all backgrounds, ages, abilities and circumstances.

The City of Palmerston is committed to creating a community where all members enjoy equal access within the public domains, services and programs as outlined in the Community Plan. While inclusion, diversity and accessibility are often referred to in the context of people with lived experience of disability, these principles apply to many different groups within society, including Aboriginal and/or Torres Strait Islander people; people from Culturally and Linguistically Diverse (CALD) backgrounds, including newly arrived refugees and migrants; people who identify as Lesbian, Gay, Bisexual, Transgender and Intersex (LGBTI); older people, children and young people; people with a disability; people experiencing homelessness; people experiencing mental illness; people who are socio-economically disadvantaged and people experiencing gender inequality. It is for this reason that Council has commissioned an overarching Inclusion, Diversity and Accessibility Framework that

will draw together Council's existing good practice and delivery innovations, identify gaps and recommendations for improvement into an overall vision for Council and the community. The Framework will ensure that Council is meeting the objectives of the Community Plan in a way that reflects, celebrates and includes the diverse people of Palmerston across all areas and will provide a consistent language and structure for future documents and plans.

Council has already been working in many areas on increasing inclusion, diversity and accessibility, particularly in:

- Considering accessibility requirements in all infrastructure and built environment planning (building development and upgrades, pathways, parks and playgrounds).
- Reviewing and considering accessibility requirements for online content and communications.
- Incorporating inclusive practices in corporate processes such as recruitment, procurement and communication (within legislative guidelines).
- Promotion and celebration of diversity and consideration of inclusion and accessibility for events and programs. Examples include Drag Queen and Bilingual Story Times, Harmony Day, NAIDOC and Pride events.
- Collaboration with and support for several active community networks and organisations including Seniors, Youth, Aboriginal and Torres Strait Islanders and Disability Organisations.

These important steps provide a strong foundation for the City of Palmerston to achieve the key elements of our vision for Palmerston as a 'Place for People' – a welcoming, vibrant, family city that fosters diversity and unity, where everyone belongs and where everyone is safe.

The Draft Framework was developed after consultations with organisations supporting a range of community cohorts including disability, Aboriginal and Torres Strait Islander, seniors, youth, parents, migrants and refugees. Their feedback, supplemented by a review of information and research from a range of national and international organisations has been distilled into four key principles across six areas of Council operations and influence. Further and wider consultation with Palmerston community members with lived experience is planned,

and will identify Palmerston specific challenges and priorities for timeframes and actions for implementation by Council which will be included in the final Framework document as well as in specific plans such as the Disability Inclusion and Action Plan (currently under review), Youth Inclusion and Action Plan, Reconciliation Action Plan and Family, Seniors and Children Plan.

The City of Palmerston would like to thank Matrix on Board Consulting who were commissioned to conduct the initial consultations and develop this draft Framework.



Introduction

The Community Plan contains objectives and strategies for the City of Palmerston across six Outcomes: Family and Community, Vibrant Economy, Cultural Diversity, Future Focused, Environmental Sustainability and Governance. Many of these relate directly and indirectly to showcasing Palmerston's diversity and to increasing inclusion and accessibility for people of all backgrounds, ages, abilities and circumstances. It is clear that the people of Palmerston are strongly committed to the ideal that every resident is able to participate in and contribute to their community.

Objective 3.1: To celebrate our rich culture and diversity

Develop a Culture and Diversity Plan which models how the city values and respects the diversity of the community. This plan builds and enriches our diversity, promotes unity, embraces culture and heals the past.

This Framework will support the implementation of the many and varied actions from the Plan and inclusion and provide a structure and suite of resources for Council staff, volunteers, partners, stakeholders, community organisations, groups, local businesses and community members.

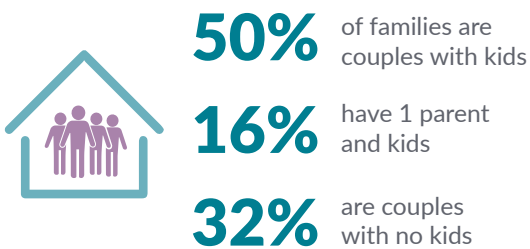
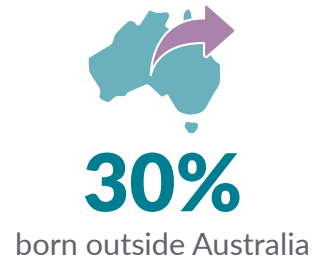
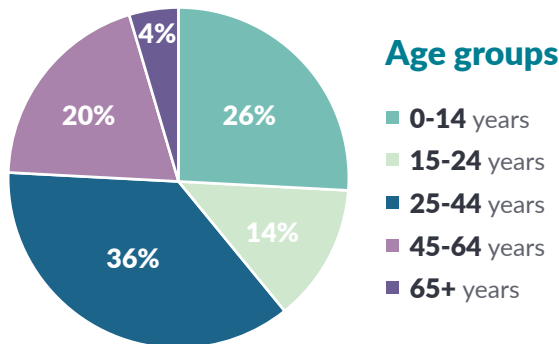
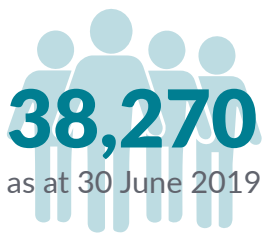
This Framework is also a commitment from Council to promote diversity and embed inclusion and accessibility across all areas of our work – from engagement with residents, through planning, service delivery, the built and natural environment, events and programs, communications, internal policies and procedures and advocacy. Council will support and collaborate with other levels of government, community organisations and groups, businesses and industry to drive the development of the City of Palmerston as truly a 'Place for People'.

This Draft document is the result of the first stage of the process, and was created in collaboration with a range of key stakeholders providing insight into the perspectives of diverse population groups, including people living with disability, people with lived experience of mental health challenges, youth, Aboriginal and Torres Strait Islander, refugees and migrants, the LGBTQI+ community, seniors and families. Further and wider community consultation is planned to gain feedback from people with lived experience within our community to determine priorities and timeframes before the Draft is finalised and adopted.



Our Community¹

Our Population



3% need assistance with activities of daily living

8% provide unpaid assistance to people with disabilities

34% provide unpaid childcare

16% did unpaid voluntary work in the year before the census

¹Demographic information sourced from the Australian Bureau of Statistics 2016 Quick Stats data tables retrieved from https://quickstats.censusdata.abs.gov.au/census_services/getproduct/census/2016/quickstat/70104?opendocument. 2019 population data sourced from Australian Bureau of Statistics Regional Population Data Cube Release March 2020 retrieved from <https://www.abs.gov.au/statistics/people/population/regional-population/2018-19#northern-territory>

Inclusion, Diversity & Accessibility



What is Inclusion?

Inclusion is 'the act of enabling all groups of people within a society to have a sense of belonging and to be able to participate in community life. It is based on fundamental values of equity, equality, social justice and human rights'². Inclusion occurs when all people feel valued and respected, are connected to their fellow citizens, have access to opportunities and resources and can contribute their perspectives and talents to improve their community.³

What is Diversity?

Diversity encompasses all the differences between people including age, cultural background, abilities, gender, sexual orientation, and socio-economic background. Every resident of Palmerston has something unique and special to offer their families, friends, neighbours and the community as a whole. In embracing diversity, we recognise the strengths and contributions different backgrounds and beliefs can bring.

What is Accessibility?

Accessibility means that everyone – no matter their age, abilities, background, gender or circumstances – has equal opportunities to participate in their community and to reach their goals and aspirations. Accessibility involves recognising and removing any barriers – physical or otherwise – that make it harder for some people than it is for others to give and receive information, attend events, participate in recreation and social activities, work, study or volunteer, receive services or otherwise be involved in all aspects of a good and satisfying life.

The City of Palmerston is committed to creating a community where all members enjoy equal access within the public domains, services and programs as outlined in the Community Plan. While inclusion, diversity and accessibility are often referred to in the context of people with lived experience of disability, these principles apply to many different groups within society, including Aboriginal and/or Torres Strait Islander people; people from Culturally and Linguistically Diverse (CALD) backgrounds, including newly arrived refugees and migrants; people who identify as Lesbian, Gay, Bisexual, Transgender and Intersex (LGBTI); older people, children and young people; people with a disability; people experiencing homelessness; people experiencing mental illness; people who are socio-economically disadvantaged and people experiencing gender inequality.

² Welcoming Cities Standards, <https://welcomingcities.org.au/>

³ Diversity Council of Australia, Building inclusion: An Evidence Based Model of Inclusive Leadership <https://www.dca.org.au/research/project/building-inclusion-evidence-based-model-inclusive-leadership>

Legislative Context

The City of Palmerston operates within a legislative context that includes international, national, and Northern Territory legislation and standards, plans, strategies and frameworks. There are many that relate to inclusion, diversity and accessibility. These include (click on title for link to document):

International (United Nations)

Australia has agreed to be bound by these major international human rights treaties, however they do not form part of Australia's domestic law unless the treaties have been specifically incorporated into Australia law through legislation. Some provisions of a treaty may already exist in national legislation, for example, many of the provisions of the Convention on the Rights of People with Disabilities are incorporated into Australia's Disability Discrimination Act 1992. While it is the Federal Government that is ultimately accountable for any violations, all levels of government, including Councils, have a role to play in protecting and promoting human rights.

| | |
|---|---|
| United Nations Universal Declaration of Human Rights | Together these three documents form the 'International Bill of Human Rights' and set out fundamental human rights to be universally protected |
| The International Covenant on Civil and Political Rights | |
| The International Covenant on Economic, Social and Cultural Rights | |
| International Convention on the Elimination of All Forms of Racial Discrimination | Elimination of racial discrimination and the promotion of understanding among all races. |
| Declaration on the Rights of Indigenous Peoples. | Universal framework of minimum standards for the survival, dignity and well-being of the indigenous peoples of the world. |
| Convention on the Rights of Persons with Disabilities | International human rights treaty of the United Nations intended to protect the rights and dignity of persons with disabilities |
| Convention on the Elimination of All Forms of Discrimination against Women | International legal instrument that requires countries to eliminate discrimination against women and girls in all areas and promotes women's and girls' equal rights. |
| Convention on the Rights of the Child | International human rights treaty which sets out the civil, political, economic, social, health and cultural rights of children |

National

The Acts in the following table prohibit discrimination and harassment on a number of grounds including race, sex, disability and age. The Disability (Access to Buildings and Accessible Public Transport) Standards listed include more specific requirements for disability access to buildings and public transport service provision. The legislation and standards apply to all organisations in Australia, including local Councils, in their provision of services, amenities and policies. The other Standards, Frameworks and Strategies in the table are not legally binding – for example the Digital Service Standard – but provide best practice principles for all levels of government, including Councils.

| | |
|---|--|
| Australian Human Rights Commission Act 1986 | Sets out Australia's obligations under the International Bill of Human Rights and related Conventions and Declarations. |
| Racial Discrimination Act 1975 | Promotes equality before the law for all people regardless of race, colour or national or ethnic origin |
| Workplace Gender Equality Act 2012 | Promotes equality for both women and men in the workplace |
| Sex Discrimination Act 1984 | Protects people from unfair treatment on the basis of their sex, sexual orientation, gender identify, intersex status, marital or relationship status, pregnancy and breastfeeding. Also protects workers with family responsibilities and makes sexual harassment against the law. |
| Age Discrimination Act 2004 | Protects people from age discrimination in employment, provision of goods and services, education and the administration of Commonwealth laws and programs |
| Fair Work Act 2009 | Equity in employment and workplace conditions |
| Web Accessibility National Transition Strategy | The Australian Government's adoption and implementation of Web content Accessibility Guidelines version 2.0 (WCAG 2.0) Level AA |
| Digital Service Standard | 13 criteria to help government agencies design and deliver services that are simple, clear and fast |
| Disability Discrimination Act 1992 | Makes disability discrimination unlawful and promotes equal rights, opportunities and access for people with disability |
| Disability (Access to Premises – Buildings) Standards 2010 (Premises Standards) | Aims to ensure dignified, equitable, cost-effective and reasonably achievable access to buildings, and facilities and services within buildings, is provided for people with a disability |
| Disability Standards for Accessible Public Transport 2002 (Transport Standards) | The Transport Standards set the framework for public transport operators and providers to remove discrimination against people with disability to access public transport services |
| National Disability Strategy 2010-2020 | Framework to ensure Australia fulfils its obligations following the ratification of the UN Convention on the Rights of Persons with Disabilities |
| National Settlement Framework | The National Settlement Framework is a high level structural blueprint for the three tiers of government, Commonwealth, State and Territory and Local Government, to work in partnership to effectively plan and deliver services that support the settlement of migrants and new arrivals in Australia. |

Northern Territory

The NT Anti Discrimination Act makes discrimination against people because of their race, sex, sexuality, age, marital status, pregnancy, parenthood, breastfeeding, impairment, trade union or employer association activity, religious belief or activity, political opinion, affiliation or activities, irrelevant medical record, irrelevant criminal record or association with a person who has or is believed to have one of these attributes. All organisations, including local Councils, must comply with the legislation in the areas of education, work, accommodation, provision of goods, services and facilities, clubs and insurance and superannuation. The strategies and policies listed below document Territory-wide plans, principles and objectives and are not legally binding.

| | |
|---|---|
| Anti-Discrimination Act 1992 | Promotes recognition and of the principle of the right to equality of opportunity of persons regardless of an attribute; and eliminates discrimination against persons on the ground of race, sex, sexuality, age, marital status, pregnancy, parenthood, breastfeeding, impairment, trade union or employer association, religious belief or activity, political opinion, affiliation or activity, irrelevant medical record or irrelevant criminal record in the area of work, accommodation or education or in the provision of goods, services. |
| Local Government Act 2008 | Defines the purposes and functions of local government as well as providing the legal framework for establishing and administering Councils. |
| Everyone Together Aboriginal Affairs Strategy 2019 - 2029 | The strategy recognises the critical importance of language, culture and connection to country to Aboriginal Territorians, and it acknowledges how these elements are integral to individual and community capacity to engage in society. |
| Northern Territory Multicultural Policy 2020-2025 | Sets out objectives and outcomes for building diversity, increasing inclusion and social cohesion across the Northern Territory |



The IDA Framework

The Inclusive, Diverse and Accessible Policy Framework (IDA Framework) is intended to be an overarching document that:

- Links the Community Plan to the City of Palmerston's commitment to inclusion, diversity and accessibility across all of Council
- Documents the ideas, priorities, and suggestions provided by Palmerston community members in relation to inclusion, diversity and accessibility
- Provides Council staff, volunteers and stakeholders a focus, ideas and structure for planning, improving and implementing actions from the Community Plan and other Council plans and strategies that ensures inclusion, diversity and accessibility
- Serves as a collection and curation of resources and documents that can be used by Council for inspiration, guidance, professional development

The IDA Framework will include supplementary plans relating to specific community cohorts as they are developed, including:

- Disability Access and Inclusion Plan
- Reconciliation Action Plan
- Youth Inclusion Plan
- Families, Seniors and Children Plan

as well as guidelines, policies, checklists and other resources that are developed as a result of the implementation of the actions documented in the Framework.

The Framework is structured around four key principles which have been distilled from the consultations and represent four pillars for any work done in the areas of inclusion, diversity and accessibility. The **principles** are Visible, Collaborative, Embedded and Always Improving.

The principles have then been applied to categorise recommended actions in six different council areas of operation, or **domains**: Civic Engagement, Community, Leisure and Social Participation, Economic Participation, Built and Natural Environment, Communication and Council Culture, Services and Operations. Innovative ideas and suggestions that arose from consultation and research are included in each Domain for inspiration and consideration.

Alignment with the Community Plan is embedded within this document, with a table provided in the Appendices that shows how the Framework maps to the Community Plan Measures of Success, Outcomes, Objectives and Strategies.

Another Appendix provides a list of useful documents and resources, which should form the start of a comprehensive library of resources for Council.

Principles of the IDA Framework

1 Principle 1: **Visible**

Visible means...

that respect and celebration of our diversity is obvious and everywhere – through physical markers such as signage, artwork in public spaces, exhibitions, statements, acknowledgements, awards, community grants, programs and events. This will encourage us to learn about each other and about our history, accept and encourage different perspectives and build positive relationships and social capital.

that role models representing all types of Palmerston citizens are supported and promoted – from Alderman to Council staff to community leaders and innovators. This will help people ‘see themselves’ as part of their community and encourage civic participation, community engagement and leadership.

that accessibility accommodations are everywhere they can be, are easy to identify, find and use, and are a consistent part of the physical and social landscape of Palmerston. This will inspire and encourage people to participate in their community with a sense of belonging, safety and ease.

“Visible role models are very important for people to be able to rebuild their sense of identity, reimagine themselves participating in ‘life.’”

- Consultation Participant

In Palmerston, everyone belongs, and we care for each other. When people feel safe, are secure and supported in their community, they participate actively and can fully enjoy what Palmerston has to offer.

- City of Palmerston Community Plan
(Outcome 1 – Family and Community)



2 Principle 2: **Collaborative**

Collaborative means...

that the Council proactively engages with community organisations, groups and citizens, creating and supporting an active local network of expertise, lived experience and passion. This will increase opportunities for a wider range of community members to become involved with their community, and will provide Council with a wealth of knowledge from which to draw.

that people with lived experience of exclusion and access barriers are at the heart of strategies to increase inclusion, diversity and accessibility in Palmerston. This will ensure that our actions are meaningful, relevant, practical and most importantly, effective.

that local businesses, organisations and individuals work together to develop and implement innovations to create an equitable, enjoyable, respectful and safe community for everyone. This will mean that Palmerston grows and improves as a socially cohesive community, with opportunities for every person, institution and organisation to engage and contribute in their own way.

Council has strong partnerships in the community which enables it to include diverse views and perspectives in its planning and decision-making processes.

- City of Palmerston Community Plan
(Outcome 3.2 Recognise and support diversity through our partnerships and leadership)

“The dream is that initiatives and programs are driven by the people they seek to support.”

- Consultation Participant



3

Principle 3: **Embedded**

Embedded means...

that inclusion, diversity and accessibility are considered and reviewed consistently across all Council services, venues and activities. This will create a common experience for all community members and create an environment that is easy to navigate, understand, engage with and enjoy equally for all residents.

that all Council systems, policies, procedures, strategies and plans consistently document and reflect the principles and strategies of accessibility, diversity and inclusion. This will support staff to fulfil Council's commitments, and ensure consistent application across all areas of Council operations.

that staff, volunteers, partners and stakeholders of the City of Palmerston receive training and are supported and celebrated for work that promotes a welcoming, safe inclusive and accessible environment for all people. This will contribute to a Council wide culture of embracing diversity, promote and highlight successes and encourage insight, professional development and increased knowledge and expertise across Council teams.

“The City of Palmerston are doing really well – the culture and atmosphere is very welcoming and understanding, frontline staff are supportive and open to conversations – (Council) just need to tweak things and replicate.”

- Consultation Participant

(Outcome 1 – Family and Community)

The wellbeing of our community is a focus for all of our work.

- City of Palmerston Community Plan
(Objective 1.2)

“Nowhere is as good as Palmerston! I think they have some awesome workers in there which suit the community, they are listening and they are putting lots of effort into this...they are working with the strengths of the community and pulling on these.”

- Consultation Participant

Principle 4:

Always Improving

Always Improving means...

that the City of Palmerston celebrates and builds on its strengths and successes, always striving to 'level up' and innovate. This will provide encouragement and momentum in applying the principles of inclusion, diversity and accessibility across all Council and across the community of Palmerston.

that the Council has a multi-faceted, accessible and proactive approach to obtaining and acting on feedback from the diverse population of Palmerston, partners and stakeholders. This will ensure that actions taken are evidence based and informed by the people that are impacted and affected.

that the City of Palmerston routinely and regularly reviews and updates plans and strategies for improving inclusion, diversity and accessibility. This will ensure that growth, demographic changes, advancements and innovations in best practice are identified and incorporated for the benefit of the Palmerston community.

We forecast and respond to the predictability of change, and in doing so plan the best use of our human, built and natural resources.

- City of Palmerston Community Plan
(Outcome 4 – A Future Focus)



Domains of the IDA Framework: **Civic Engagement**

We all own the future of Palmerston and all people of Palmerston have the opportunity to contribute to their community. In Palmerston, every individual matters.

- City of Palmerston Community Plan
(Outcome 3: Cultural Diversity)

Civic engagement occurs when citizens of a society participate in planning, decision making and policy setting in matters which affect them. This can be participating in scheduled community consultations and deliberative democracy activities (such as those that led to the development of the Community Plan), being included in a community Advisory Committee or Network, providing feedback or complaints about specific issues or problems, or even becoming an Elected Member of Council. Social cohesion and strong communities grow when diverse people with different perspectives are actively and positively working together to create their community.

Examples of potential barriers and issues include⁶ :

- lack of information and understanding of Council business and processes
- uncertainty that your voice will be heard, or that your perspective is useful
- authority figures and groups that are not representative of the community's population
- unwillingness to criticise or complain
- inconvenient time and/or place of activities
- lack of and/or uncertainty about availability of physical accessibility accommodations
- perception that 'this is boring' (eg Council Meetings)

Principles in Action

This is what the Council can do to enable, support and increase civic engagement and participation for all Palmerston residents.

1. VISIBLE

- Continue to promote and advertise ways for individuals to participate in consultations, advisory committees, networks, council elections and other civic engagement activities, including information about available accessibility options
- Commence a staged implementation of ensuring provision of alternative and accessible formats for Council documents including meeting agendas and minutes, community plans and strategies and Council Reports to be available in a range of languages and formats – starting with, for example Annual Reports and the Community Plan
- Continue to provide Council presence at community events (such as the Council Tent at the Friday Markets) to encourage informal feedback, and ensure that this feedback is captured and distributed

⁶ Barriers and issues are sourced from research and initial consultations and are not necessarily specific to the City of Palmerston. It is recommended that this section be replaced with those identified by Palmerston residents with lived experience after the planned wider community consultations.

2. COLLABORATIVE

- Conduct a mapping exercise to identify all community and volunteer groups and organisations operating in the Palmerston area, and develop a communications strategy that includes a point of contact at Council
- Establish a Community Inclusion and Access Advisory Committee that includes an Elected Member, Council Staff, Community organisations and individuals with lived experience of exclusion and lack of equity and access
- Work with relevant groups, organisations and individuals to develop specific plans and strategies including:
 - Disability Inclusion and Access Plan
 - Reconciliation Action Plan
 - Youth Inclusion Plan
 - Families, Seniors and Children Inclusion Plan
- Provide information, support and training for diverse community cohorts in civic participation and leadership

3. EMBEDDED

- Develop and implement Accessible Consultation and Accessible Meetings guidelines for Council staff and partners, building on work already commenced
- Ensure Council staff have an easy to follow process to access local expertise and lived experience through the IDA Advisory Committee
- Continue to implement Larrakia Protocols at all Council meetings and events
- Build and expand on existing Incorporation of formal and informal consultation and civic engagement activities in the annual calendar of events – eg Youth Forum, Seniors Week, International Day of People with Disability, Harmony Day, NAIDOC Week, PRIDE Week etc.
- Ensure that committees and groups working with and for Council to address wide ranging social and civic matters, such as the Safe Communities Committee include diverse perspectives, and that any accessibility barriers are addressed

4. ALWAYS IMPROVING

- Continue to regularly audit all Council civic engagement activities for accessibility and inclusion – including consideration of the timing of activities, options for residents to participate from home (eg Facebook Surveys, phone apps), access to interpreters, hearing loops, physical access and sensory environment of meeting rooms and venues, transport options and limiting sensory overload.

FOR INSPIRATION AND CONSIDERATION:

- Develop a Civic Education and Participation program including encouragement and support for diverse people to consider running for election
- Create a podcast about civic engagement and the work of Council
- Host a 'hackathon for good' around a key Palmerston issue (<https://disruptorsco.com/big-list-hackathons/>)

THIS DOMAIN CONTRIBUTES TO THE FOLLOWING MEASURES OF SUCCESS IN OUR COMMUNITY PLAN:

Outcome 1 - Family & Community

- An increase in the number of people attending Council events and engaging in community activities
- Increased accessibility of Council facilities and resources for community activities for all members of our community

Outcome 3 - Cultural Diversity & Outcome 4 - A Future Focus

- Council consults with and includes the needs of all people in its programs and planning using a mechanism it has agreed with those communities

Outcome 6 - Governance

- Community are satisfied that Council values and encourages participation in Council activities by the community and is committed to delivering the highest possible levels of service and community engagement
- Community are satisfied that Council is committed to ensuring that the systems and processes of Council support the organisation in delivering the best possible services to the community
- Community are satisfied that Council is showing corporate and social responsibility, ensuring the sustainability of Council assets and services and undertaking effective planning and reporting of Council performance to the Community

Domains of the IDA Framework: **Community, Leisure & Social Participation**

Our community has opportunities to celebrate, include, understand, learn and accept.

- City of Palmerston Community Plan
(Objective 3.1)

The City of Palmerston's annual program of events, celebrations and community recreation and sport programs are key strengths of Council. Consultation participants involved in developing this framework commended Council staffs' efforts to provide welcoming and accessible events, particularly at the Library, Recreation Centre and Swimming Pool. A diverse range of activities received positive feedback, including Drag Queen Storytelling, NAIDOC week celebrations, Palmerston Youth Festival, Christmas Wonderland, Youth Drop In Sports, and Brekkie in the Park. There are many opportunities to increase participation in these and other community, leisure and social events through the application of inclusion, diversity and accessibility principles.

Examples of potential barriers and issues include⁷:

- insufficient notice to arrange transport, carers and other logistics required to attend
- lack of information about accessibility options and accommodations
- uncertainty about the sensory environment – 'will it be overwhelming or overstimulating?'
- transport to and from events
- concerns about safety, particularly after dark
- timing of events – for example, people with disabilities may only be able to easily access carer support during weekday business hours
- physical and/or mobility issues
- perception that events are only for a certain group of people – for example, grandparents wishing to attend children's events may be uncertain that they are included

Principles in Action

This is what the Council can do to enable, support and increase community, leisure and social participation for all Palmerston residents.

1. VISIBLE

- Continue to celebrate Palmerston's rich culture and heritage through art, exhibitions and education initiatives
- Continue to create and promote accessibility options for participation in sports and physical recreation programs
- Ensure that promotion of events and activities includes information about accessibility accommodations and facilities
- Work towards providing information about events and activities in languages other than English, and accessible formats

⁷ Barriers and issues are sourced from research and initial consultations and are not necessarily specific to the City of Palmerston. It is recommended that this section be replaced with those identified by Palmerston residents with lived experience during the planned wider community consultations.

2. COLLABORATIVE

- Increase coordination of the Annual Calendar of events, celebrations and activities in collaboration with the IDA Advisory Committee and community organisations
- Continue to support and promote events and activities run by community organisations, and assist organisers to expand accessibility and inclusion options
- Support local businesses, organisations, facilities and venues to increase accessibility and inclusion
- Provide grants and other support (such as free/low cost venues and equipment, promotion, access to networks, advice and training) for cultural groups to run activities and programs to increase social participation and raise the profile of different cultures and groups within the community

3. EMBEDDED

- Develop Council Requirements and Guidelines for accessible and inclusive events and programs (see Resources section for examples)
- Review Council events and celebration including consideration of alternative options to increase accessibility and participation – for example, ‘Quiet Times/Zones’ or options for modified activities to suit different levels of physical abilities
- Ensure outdoor events include appropriate facilities including accessible toilets and change rooms, ‘Quiet Spaces’, mobility and parking accommodations

4. ALWAYS IMPROVING

- Implement consistent access and inclusion participant feedback mechanisms for all programs and events, with feedback discussed and actioned in collaboration with the IDA Advisory Committee
- Identify community groups that are not participating in events and activities, and conduct outreach to identify and address barriers and challenges
- As part of existing processes, regularly review of Council activities and programs to ensure a balance of age groups are catered for, including young adults and youth, and opportunities for age groups to mix and mingle
- Add to existing accessible equipment available for use at events and activities

FOR INSPIRATION AND CONSIDERATION:

- Acquire/create a portable ‘Quiet Zone’ that can be used at the Friday Market and other outdoor events
- Consider provision of a ‘Fun Bus’ to provide transport to community events and celebrations
- Sensory Friendly Films - <https://www.autism-society.org/get-involved/other-ways-to-get-involved/sensory-friendly-films/>
- Create a Local Business Network to increase access and inclusion – example here is ‘age friendly’ but could be expanded: <https://www.melvillecity.com.au/our-city/business-hub/operating-a-business/melville-age-friendly-accessible-business-network>

THIS DOMAIN CONTRIBUTES TO THE FOLLOWING MEASURES OF SUCCESS IN OUR COMMUNITY PLAN:

Outcome 1 - Family & Community

- An increase in the number of people attending Council events and engaging in community activities
- Increased accessibility of Council facilities and resources for community activities for all members of our community

Outcome 2 - Vibrant Economy

- The people of Palmerston choose to shop local
- More tourists visit Palmerston

Outcome 3 - Cultural Diversity & Outcome 4 - A Future Focus

- Council consults with and includes the needs of all people in its programs and planning using a mechanism it has agreed with those communities
- Fostering and promotion of arts and culture within our community and the awareness and promotion of local history is improved

Outcome 6 - Governance

- Community are satisfied that Council values and encourages participation in Council activities by the community and is committed to delivering the highest possible levels of service and community engagement
- Community are satisfied that Council is committed to ensuring that the systems and processes of Council support the organisation in delivering the best possible services to the community

Domains of the IDA Framework: **Economic Participation**

When businesses thrive, families also thrive, and our city becomes more liveable. Jobs enable community members to set down roots – and this means that they are more likely to stay.

- City of Palmerston Community Plan
(Outcome 2 – Vibrant Economy)

Economic participation is more than just jobs, it includes all of the ways people contribute to their local economy, including through employment, self-employment, career progression, enterprise development, education and training, and as consumers. Local employment enables community members to set down roots, and support and engagement of diverse perspectives – including youth and people from multicultural backgrounds - in creating new industries, social enterprises and businesses increases the vibrancy and sustainability of a local economy.

Examples of potential barriers and issues include⁸ :

- lack of work experience opportunities (particularly for youth, migrants and refugees)
- employer perceptions that support for employees of diverse backgrounds and abilities is difficult and/or costly
- lack of awareness of government, philanthropic and institution programs supporting increased employment, business development for particular populations
- insufficient knowledge, skills and/or access to expertise relating to employment, social enterprise and business start-up and management
- physical and sensory environments that do not cater for diverse accessibility needs
- fear and difficulty travelling on public transport to access a job, particularly beyond Palmerston, ie Darwin City

Principles in Action

This is what the Council can do to enable, support and increase economic participation for all Palmerston residents.

1. VISIBLE

- Develop policies and programs to ensure Council workforce and volunteers reflect the diversity of our population, within the bounds of merit based recruitment and due process
- Ensure Council support and initiatives relating to diversity, inclusion and accessibility for their workforce is prominently promoted and celebrated (eg Mental Health in the Workplace program)
- Opportunities for employment, business start-ups and participation in employment support programs are widely promoted across Council communication channels

⁸ Barriers and issues are sourced from research and initial consultations and are not necessarily specific to the City of Palmerston. It is recommended that this section be replaced with those identified by Palmerston residents with lived experience during the planned wider community consultations.

2. COLLABORATIVE

- Continue to work with community organisations and services to develop and support programs and initiatives that help people of all abilities, backgrounds, ages gain confidence and skills to find and access meaningful work
- Work with community organisations and services to support entrepreneurs, micro-businesses and small business start-ups through business skills programs, mentoring initiatives and grants
- Work with other levels of government and institutions (such as banks) to ensure national programs supporting employment and business ownership are understood, and accessed by Palmerston businesses, industries and organisations
- Explore potential partnerships with community organisations to provide employment pathways within Council – for example, disability, migrant and youth employment services and programs

3. EMBEDDED

- Build on existing work to seek opportunities to provide work experience, volunteer opportunities and apprenticeships in a way that removes barriers to employment for people with diverse abilities and backgrounds
- Review Council recruitment and retention policies to address barriers to employment for people from different community groups, within the bounds of merit based recruitment and due process
- Continue to implement and review Council procurement policies to prioritise local businesses and social enterprises that have diversity in employment and ownership (where feasible)

4. ALWAYS IMPROVING

- Include employment diversity progress in Council reports
- Review and replicate/scale up of successful programs and initiatives
- Regular consultation with local industry, businesses and education, training and community organisations to identify challenges and successes

FOR INSPIRATION AND CONSIDERATION:

- Establish a Business Skills/Hub in collaboration with local businesses, Charles Darwin University and local organisations
- Consider supporting a 'meanwhile space' program where vacant shopfronts may be used for short term, low cost premises for social businesses, start ups: <https://www.theguardian.com/lifeandstyle/2019/may/02/meanwhile-spaces-the-empty-shops-becoming-a-creative-force-across-the-country>
- Support a 'Local Jobs for Local People' initiative such as https://welcomingcities.org.au/wp-content/uploads/2017/11/HCC3689-LocalJobsHandbook_Web-enabled_FINAL.pdf

THIS DOMAIN CONTRIBUTES TO THE FOLLOWING MEASURES OF SUCCESS IN OUR COMMUNITY PLAN:

Outcome 2 – Vibrant Economy

- Occupancy rates – retail shops are full
- Employment rates increase
- The population of Palmerston is growing (families stay)
- There are more businesses located in Palmerston
- Council is committed to ensuring local businesses and industry receive the support they need in order to grow and prosper in our region

Outcome 3 - Cultural Diversity & Outcome 4 - A Future Focus

- Council consults with and includes the needs of all people in its programs and planning using a mechanism it has agreed with those communities

Outcome 6 - Governance

- Community are satisfied that Council values and encourages participation in Council activities by the community and is committed to delivering the highest possible levels of service and community engagement
- Community are satisfied that Council is committed to ensuring that the systems and processes of Council support the organisation in delivering the best possible services to the community
- Community are satisfied that Council values its people and the culture of our organisation. Council is committed to continuous improvement and innovation whilst seeking to reduce the costs of Council services through increased efficiency.

Domains of the IDA Framework: **Built & Natural Environment**

**Infrastructure is maintained
and managed to meet
community need and adopt
innovative approaches.**

- City of Palmerston Community Plan
(Objective 4.2)

This Domain includes buildings and facilities owned and managed by Council such as the Library, Recreation Centre and Swimming Pool, parks, playgrounds and outdoor spaces, transport, parking and pedestrian treatments, infrastructure projects, street and public space signage and artwork. Council works in partnership with the Northern Territory Government to create a city that has the infrastructure, buildings and outdoor space that meets the needs and aspirations of the Palmerston community. Several major developments and projects are currently underway, including SWELL, the revitalisation of Palmerston's Swimming and Fitness Centre, Gray Community Hall Redevelopment, improvements to Marlowe Lagoon Dog Park, improvements to the Library and the development of a Play Space strategy.

Examples of potential barriers and issues include⁹:

- limited accessible parking, including availability of reserved disability parking, covered parking and drop off and pick up zones
- absence of or poorly located and/or constructed access to buildings and outdoor spaces – including pathways, ramps, handrails, lifts and doors
- lack of appropriate indoor and outdoor furniture and fittings– for example, tables that accommodate wheelchairs and chairs that are easy to rise from
- signage that is confusing or hard to read for people with vision impairment or limited English literacy
- lack of and/or poorly designed accessible toilets, changing rooms and quiet spaces
- absence of physical representations of cultural history and heritage and diversity
- playground and other equipment that is inappropriate for older children and/or children with disabilities
- lack of shade in outdoor spaces

Principles in Action

This is what the Council can do to increase the inclusiveness and accessibility of Palmerston's build and natural environment:

1. VISIBLE

- Continue the programs and strategies in place and in development to Increase availability of physical accessibility supports such as toilets, changing rooms, quiet spaces, ramps and lifts, parking and drop off zones, and ensure they are clearly marked, easy to use and integrated with other infrastructure
- Increase public art and other visible symbols such as flags and signs that celebrate Palmerston's rich cultural heritage
- As part of the existing strategies to increase accessibility of infrastructure, ensure signage uses appropriate, respectful, appropriate and gender-neutral symbols, tactile markers and Simple English

2. COLLABORATIVE

- Prioritise a collaboration with community members, businesses and organisations to review the Palmerston CBD with the view to creating a welcoming, accessible and inclusive hub for all the people of Palmerston
- Continue to build strong and effective partnerships with the Northern Territory Government with shared responsibility for the infrastructure and built environment of Palmerston

⁹ Barriers and issues are sourced from research and initial consultations and are not necessarily specific to the City of Palmerston. It is recommended that this section be replaced with those identified by Palmerston residents with lived experience during the planned wider community consultations.

- Work with people with lived experience of exclusion and lack of access to review accessibility of venues, outdoor spaces and facilities
- Support local organisations and businesses to promote and improve accessibility through information, awards, grants, guidance, collaboration with networks
- Support and encourage local groups and organisations to achieve their goals for hubs and spaces for specific community groups
- Continue the practice of wide community consultation on new developments and refurbishments
- Continue to work with the Larrakia Nation and the Palmerston Indigenous Network (PIN) to install signage to inform and celebrate Palmerston's Aboriginal and Torres Strait Islander history and culture

3. EMBEDDED

- Continue to ensure that development and redevelopment plans incorporate all relevant access standards and requirements, and incorporate Universal Design Principles
- Require community venues to have strategies in place to minimise potential for sensory overload, including noise and clutter reduction, and the creation of quiet spaces and zones
- Conduct accessibility consultations with people with lived experience when developing or redeveloping indoor and outdoor spaces

4. ALWAYS IMPROVING

- Continue regular access and inclusion audits and reviews of all buildings and outdoor spaces, with priorities and solutions developed in collaboration with people with lived experience
- Identify temporary or ad hoc accessibility accommodations and develop strategies and timeframes to upgrade and improve integration and functionality
- Continue to increase the availability of shade in outdoor spaces
- Continue to improve and increase the availability of accessible parking options
- In line with current strategies and plans, continue to increase the number and location of accessible playground and outdoor equipment, including consideration of all age groups

FOR INSPIRATION AND CONSIDERATION:

- Communication Boards in parks and playgrounds <http://www.woodendspeech.com.au/communication-in-play-project>
- Changing Places <https://changingplaces.org.au>
- RECHARGE scheme – for mobility scooters and electric wheelchairs <https://www.rechargescheme.org.au>
- Inclusive mobility <https://www.weforum.org/agenda/2019/01/want-a-more-inclusive-society-start-with-mobility/>

THIS DOMAIN CONTRIBUTES TO THE FOLLOWING MEASURES OF SUCCESS IN OUR COMMUNITY PLAN:

Outcome 1 - Family & Community

- Increased accessibility of Council facilities and resources for community activities for all members of our community

Outcome 3 - Cultural Diversity & Outcome 4 - A Future Focus

- Council consults with and includes the needs of all people in its programs and planning using a mechanism it has agreed with those communities
- Fostering and promotion of arts and culture within our community and the awareness and promotion of our local history is improved

Outcome 5 - Environmental Sustainability

- Increase in canopy coverage (percentage of areas shaded by trees)
- Performance in committing to effective and responsible city planning which balances and meets residential and commercial needs in our community is improved

Outcome 6 - Governance

- Community are satisfied that Council values and encourages participation in Council activities by the community and is committed to delivering the highest possible levels of service and community engagement
- Community are satisfied that Council is committed to ensuring that the systems and processes of Council support the organisation in delivering the best possible services to the community

Domains of the IDA Framework:

Communication

Effective, inclusive and accessible communication will support and amplify the exciting and comprehensive actions Council will be undertaking to achieve the community's vision for Palmerston. This includes the Council website and social media, formal documents, letters, emails, notices and invitations, face to face, online and telephone experiences, feedback and complaints, awareness and education initiatives and Council's approach to advocacy and positive messaging about Palmerston. In the Palmerston Community Plan, Council made a strong commitment to improving communications with the community, including providing timely and relevant news and updates, adopting a relevant and inspiring social media approach and changing the feedback process into one of learning. This commitment was affirmed through the consultations conducted for this Framework.

Examples of potential barriers and issues include¹⁰ :

- inability to access, or uncertainty about interpreters and translation services
- lack of alternative / accessible formats for written communications
- lack of options for non-verbal communication such as communication boards, Auslan or options using symbols rather than words
- lack of alternatives to online communications or services
- unclear or unavailable contact points for specific issues or topics – 'who do I talk to?'
- exclusive, inappropriate or outdated language or symbols
- misperception and stigma around specific community groups in Palmerston

(Council will) change the council feedback process into one of learning – complaints provide an opportunity to connect with the community... we are also committed to improving how we share information with our community. We will improve the connection between Council and the community and provide more timely and relevant news and updates...We will be exploring how we use social media more effectively to share information and engage with residents.

- City of Palmerston Community Plan
(Our Commitment)

Principles in Action

This is what the Council can do to increase the inclusiveness and accessibility of communication:

1. VISIBLE

- Implement a strategy of positive communication about inclusion and diversity of all community groups in Palmerston, building on work already commenced
- Continue to ensure images and language used by Council is respectful and representative of the diverse population of Palmerston
- Provide and widely promote clear contact points for residents to communicate with Council – including information about accessibility options such as interpreters and alternative formats
- Ensure the Council website includes prominent information about how to obtain information in different languages, including Auslan

¹⁰ Barriers and issues are sourced from research and initial consultations and are not necessarily specific to the City of Palmerston. It is recommended that this section be replaced with those identified by Palmerston residents with lived experience during the planned wider community consultations.

2. COLLABORATIVE

- Conduct a mapping exercise to identify all community organisations and groups in Palmerston, and develop a mutual communication strategy or protocol
- Work with networks, community organisations and groups to disseminate information about Council activities and events – for example by providing a monthly newsletter for distribution by other parties
- Seek guidance from people with lived experience to develop communication strategies that are accessible to all community members
- Advocate with relevant government departments to improve the availability of interpreters and translators in Palmerston, including increasing the number of Auslan interpreters

3. EMBEDDED

- Develop a plan to increase alignment with the Web Content Accessibility Guidelines (<https://www.w3.org/WAI/standards-guidelines/wcag/>)
- Continue and expand provision of alternatives to online services/communication, recognising that not every resident of Palmerston has access to the internet
- Ensure all Council staff receive training and information about how to access document translation and interpreters
- Ensure council communication strategies and plans include multiple, inclusive and accessible channels – online, posters and newsletters, the TV in Goyder Square, radio, television, social media
- Provide guidelines for appropriate language, symbols and images for all Council staff
- As capacity to do so grows, ensure Council Documents contain information about how alternative formats and/or translations may be obtained

4. ALWAYS IMPROVING

- Continue to improve the timeliness, availability and accessibility of information regarding Council events, meetings, programs and activities both online and through newsletters, posters and advertising
- Implement current plans to develop a contemporary approach to Social Media in collaboration with community members, particularly the youth of Palmerston
- Review Council feedback and complaints processes to include multiple channels, ease of access, response times and a process to invite community members to engage in consultation and issues resolution

FOR INSPIRATION AND CONSIDERATION:

- Communication Boards for Frontline staff <https://www.ptv.vic.gov.au/footer/customer-service/communication-access/#commbboard>
- Include a Braille message on Council letters advising that a Braille translation of the document may be requested <https://www.visionaustralia.org/services/print-accessibility/alternate-format-production>
- Feedback App for phones – Snap Send Solve: <https://www.snapsendsolve.com>
- National Toilet Map <https://toiletmap.gov.au>

THIS DOMAIN CONTRIBUTES TO THE FOLLOWING MEASURES OF SUCCESS IN OUR COMMUNITY PLAN:

Outcome 1 – Family and Community

- An increase in the number of people attending Council events and engaging in community activities
- Increased accessibility of Council facilities and resources for community activities for all members of our community

Outcome 3 - Cultural Diversity & Outcome 4 - A Future Focus

- Council consults with and includes the needs of all people in its programs and planning using a mechanism it has agreed with those communities

Outcome 5 – Environmental Sustainability

- The level of recycling/proportion of rubbish recycled is increased
- There is a decrease in littering

Outcome 6 – Governance

- Community are satisfied that Council values and encourages participation in Council activities by the community and is committed to delivering the highest possible levels of service and community engagement
- Community are satisfied that Council is committed to ensuring that the systems and processes of Council support the organisation in delivering the best possible services to the community

Domains of the IDA Framework: **Council, Culture, Services & Operations**

Be effective – do what we are supposed to do, and deliver our Community Plan. Be accountable – open and transparent and also report back on our progress. Be courageous – try new solutions, take measured risks, adopt new technologies, be flexible and adaptable.

- City of Palmerston Community Plan
(Outcome 6 – Governance)

It is the role of Council to continually strive to co-create a community in collaboration with our residents. It is the people who work for and with Council and the internal systems that guide them which create an organisational culture which supports this aspiration. Provision of all Council services including permits, recycling and waste management, community grants, rates collection and environmental initiatives will incorporate principles of inclusion, diversity and accessibility to ensure equitable access and participation in all the City of Palmerston has to offer.

Examples of potential barriers and issues include¹¹:

- staff unaware of internal information and resources relating to inclusion, diversity and accessibility – including lack of information regarding local contacts
- staff training is ad hoc, not current or difficult to access
- excellent work increasing inclusion, diversity and/or accessibility falls 'under the radar'
- staff and teams unaware of existing international, national, Territory and local programs and initiatives and therefore 'reinvent the wheel'
- small local organisations have limited resources lack capacity to apply for grants and funding
- Council services and initiatives (for example, recycling initiatives or applications for permits) are not always understood by residents with limited English, or who require information in accessible formats

Principles in Action

This is what the Council can do to increase the inclusiveness, diversity and accessibility of culture, services and operations:

1. VISIBLE

- Ensure that Council's commitment to diversity, inclusion and accessibility in all council activities and operations is widely promoted and advertised internally and externally
- Consider formal and informal recognition programs (such as staff and/or community awards) for innovations and exceptional work in promoting inclusion, diversity and accessibility
- Ensure that the IDA Framework and Community Plan is widely disseminated, and used to report back to Community as planned
- Identify and consider participating in recognised and relevant accreditation, benchmarks and standards such as Welcoming Cities, the Rainbow Tick, Age Friendly and Child Friendly Cities

2. COLLABORATIVE

- Work with the IDA Advisory Committee, community organisations and local people with lived experience to develop a comprehensive staff training and information program for all Council staff including topics such as cultural safety, disability awareness and inclusion, mental health first aid, gender inclusion, multicultural inclusion, accessible and inclusive communication and language,

¹¹ Barriers and issues are sourced from research and initial consultations and are not necessarily specific to the City of Palmerston. It is recommended that this section be replaced with those identified by Palmerston residents with lived experience during the planned wider community consultations.

anti-discrimination laws and legislation, and intergenerational trauma.

- Continue to promote and encourage the use of Council venues and facilities by community organisations
- Bring together people with diverse perspectives to discuss, resolve issues, challenges and opportunities affecting the whole community – including safety, emergency planning, environmental sustainability – using current committees and networks as examples
- Create mechanisms to identify resources from community organisations and groups – local, Territory and National – and make these available at Council venues and on the Council website

3. EMBEDDED

- Implement a plan to ensure that online services meet Australian Government's Digital Service Standard Criteria (<https://www.dta.gov.au/help-and-advice/digital-service-standard/digital-service-standard-criteria>)
- Create a central point for the storage and ongoing curation of resources and information relating to inclusion, diversity and access (such as those provided in an appendix to this document) for use of Council staff
- Ensure that staff have appropriate access to the IDA Advisory Committee and networks when planning services/initiatives
- Incorporate requirements regarding access and inclusion in the Community Benefit Grants program guidelines, and review the application process to simplify the application process as much as possible – eg previous Quick Response Grants
- Develop criteria for reporting within Council that includes relevant information about how inclusion, diversity and accessibility has been considered
- Continue the ongoing review and update documented protocols, processes and procedures at the City of Palmerston to include guidance and checks for relevant inclusion, diversity and accessibility factors

4. ALWAYS IMPROVING

- Continue to ensure all services provided and initiatives undertaken by City of Palmerston conduct regular reviews of IDA and identify areas for innovation and improvement, including seeking feedback from people with lived experience
- Seek feedback on application processes (for permits, grants, scholarships etc)
- Include questions relating to diversity, inclusion and access in staff surveys

FOR INSPIRATION AND CONSIDERATION:

- City of Darwin Lord Mayoral Awards <https://www.darwin.nt.gov.au/council/news-media/news/lord-mayoral-awards-winners-announced-0>
- Rainbow Tick <https://www.qip.com.au/standards/rainbow-tick-standards/>
- Welcoming Cities <https://welcomingcities.org.au/>
- Accessible community transport to events and activities

THIS DOMAIN CONTRIBUTES TO THE FOLLOWING MEASURES OF SUCCESS IN OUR COMMUNITY PLAN:

Outcome 1 - Family & Community

- An increase in the number of people attending Council events and engaging in community activities
- Increased accessibility of Council facilities and resources for community activities for all members of our community

Outcome 3 - Cultural Diversity & Outcome 4 - A Future Focus

- Council consults with and includes the needs of all people in its programs and planning using a mechanism it has agreed with those communities

Outcome 6 - Governance

- Community are satisfied that Council values and encourages participation in Council activities by the community and is committed to delivering the highest possible levels of service and community engagement
- Community are satisfied that Council is committed to ensuring that the systems and processes of Council support the organisation in delivering the best possible services to the community
- Community are satisfied that Council values its people and the culture of our organisation. Council is committed to continuous improvement and innovation whilst seeking to reduce the costs of Council services through increased efficiency.

IDA Advisory Committee Establishment

It is recommended that Council establish the City of Palmerston Inclusion, Diversity and Accessibility Community Advisory Committee as a key priority during and after the community consultation period (see Domain 1: Civic Engagement). In establishing this Committee, Council should develop Terms of Reference to clearly define the purpose, delegates and model for the Committee that will support future planning

Following the establishment of the Committee and the community consultations planned for the IDA Framework additional plans and documents may be developed in line with the Community Plan, including:

- Disability Inclusion and Access Plan (drafted and currently under review)
- Reconciliation Action Plan
- Youth Inclusion and Access Plan
- Families, Seniors and Children Plan



Appendix 1:

Alignment of the IDA Framework to the Community Plan

1.

Measures of Success

| | Civic Engagement | Community, Leisure & Social Participation | Economic Participation | Built & Natural Environment | Communication | Council Culture, Services & Operations |
|---|------------------|---|------------------------|-----------------------------|---------------|--|
| OUTCOME 1 - Family & Community | | | | | | |
| An increase in the number of people attending Council events and engaging in community activities | X | X | | X | X | X |
| Reduced Crime Rates – specifically a reduction in alcohol fuelled violence | | | | | | |
| Increased partnerships in place between the Council and other levels of government which seek to address crime | | | | | | |
| Increased accessibility of Council facilities and resources for community activities for all members of our community | X | X | | | X | X |
| OUTCOME 2 - Vibrant Economy | | | | | | |
| The people of Palmerston choose to shop local | | X | | | | |
| Occupancy rates – retail shop spaces are full | | | X | | | |
| Employment rates increase | | | X | | | |
| The population of Palmerston is growing (families stay) | | | X | | | |
| More tourists visit Palmerston | | X | | | | |

| | Civic Engagement | Community, Leisure & Social Participation | Economic Participation | Built & Natural Environment | Communication | Council Culture, Services & Operations |
|--|------------------|---|------------------------|-----------------------------|---------------|--|
| More funds available for Council to invest in the community | | | | | | |
| More businesses located in Palmerston | | | X | | | |
| Council is committed to ensuring local businesses and industry receive the support they need in order to grow and prosper within our region – measured through the Community Satisfaction Survey | | | X | | | |
| OUTCOME 3 - Cultural Diversity & OUTCOME 4 - A Future Focus | | | | | | |
| Council consults with and includes the needs of all people in its programs and planning using a mechanism it has agreed with those communities | X | X | X | X | X | X |
| Fostering and promotion of arts and culture within our community and the awareness and promotion of our local history is improved | | X | | X | | |
| Environmental Sustainability | | | | | | |
| The level of recycling/ proportion of rubbish recycled is increased | | | | | X | |
| There is a decrease in littering | | | | | X | |
| Increase the canopy coverage (% of areas shaded by trees) | | | | X | | |
| Reduction in businesses using packaging and wrapping | | | | | | |

| | Civic Engagement | Community, Leisure & Social Participation | Economic Participation | Built & Natural Environment | Communication | Council Culture, Services & Operations |
|--|------------------|---|------------------------|-----------------------------|---------------|--|
| Performance in actively protecting and enhancing the environmental assets and infrastructure of the City of Palmerston, while supporting local businesses and industry in sustainable land use is improved | | | | X | | |
| Performance in committing to effective and responsible city planning which balances and meets residential and commercial needs in our community is improved | | | | | | |
| OUTCOME 6 - Governance | | | | | | |
| Community are satisfied that Council values and encourages participation in Council activities by the community and is committed to delivering the highest possible levels of service and community engagement | X | X | X | X | X | X |
| Community are satisfied that Council is committed to ensuring that the systems and processes of Council support the organisation in delivering the best possible services to the community | X | X | X | X | X | X |

| | Civic Engagement | Community, Leisure & Social Participation | Economic Participation | Built & Natural Environment | Communication | Council Culture, Services & Operations |
|---|------------------|---|------------------------|-----------------------------|---------------|--|
| Community are satisfied that Council values its people and the culture of our organisation. Council is committed to continuous improvement and innovation whilst seeking to reduce the costs of Council services through increased efficiency | | | X | | | X |
| Community are satisfied that Council is showing corporate and social responsibility, ensuring the sustainability of Council assets and services and undertaking effective planning and reporting of Council performance to the Community | X | | | | | |



2. Objectives & Strategies

| | Civic Engagement | Community, Leisure & Social Participation | Economic Participation | Built & Natural Environment | Communication | Council Culture, Services & Operations |
|--|------------------|---|------------------------|-----------------------------|---------------|--|
| Family & Community, Objective 1.1 We Focus on Families | | | | | | |
| Palmerston Family and People Plan | X | | | | X | |
| Hub for children and young people -which offers a sanctuary and promotes belonging; and support and places to gather for parents, single people and the elderly | | X | | X | | |
| The youth of Palmerston are visible – positive stories, role in decision-making, Young people’s voices are included in all aspects of council’s work | X | X | X | | X | X |
| Family & Community, Objective 1.2 The wellbeing of our community is a focus for all of our work | | | | | | |
| Council considers the social implications of all planning and decision making, including when contributing to Territory planning processes and providing advice on development approvals. Council will work with the community to develop some community impact principles which assist Council to make sound decisions that align with the community’s aspirations about Palmerston | X | | | X | | |
| Council has strong partnerships and works in collaboration with those who provide social services to the community to better coordinate the delivery and effectiveness of these services | X | X | X | X | X | X |

| | Civic Engagement | Community, Leisure & Social Participation | Economic Participation | Built & Natural Environment | Communication | Council Culture, Services & Operations |
|--|------------------|---|------------------------|-----------------------------|---------------|--|
| Our volunteers are valued and supported for the important work they undertake for our community | | | X | | | X |
| Vibrant Economy, Objective 2.1: Improve Palmerston's image | | | | | | |
| The image and brand of Palmerston is strong and authentic and reflects our vision as 'A Place for People' | | | | | X | |
| We promote 'employ local' and 'buy local' where possible | | | X | | | |
| Vibrant Economy, Objective 2.2: Palmerston's economic future is bright | | | | | | |
| Palmerston has a long term vision which builds... The community of Palmerston is involved in all economic planning to ensure we maintain a social capital mindset | X | | | | | |
| We investigate alternative income streams and economic pursuits | | | X | | | |
| We locate businesses in a strategic way to promote activation and movement in the CBD | | | | X | | |
| We involve and engage youth in business development and innovations | X | | X | | X | |
| We encourage, develop and support local businesses | | | X | | | |
| We attract and support new businesses to set down roots in Palmerston | | | X | | | |

| | Civic Engagement | Community, Leisure & Social Participation | Economic Participation | Built & Natural Environment | Communication | Council Culture, Services & Operations |
|---|------------------|---|------------------------|-----------------------------|---------------|--|
| We support and encourage entrepreneurs | | | X | | | |
| Cultural Diversity, Objective 3.1: To celebrate our rich culture and diversity | | | | | | |
| Develop a Culture and Diversity Plan which models how the city values and respects the diversity of the community. This plan builds and enriches our diversity, promotes unity, embraces culture and heals the past | X | X | X | X | X | X |
| Palmerston celebrates cultural diversity with events throughout the year. Our community has opportunities to celebrate, include, understand learn and accept | | X | | | | |
| Council grows support for cultural events | | X | | | X | |
| Recognition of our diversity and cultural heritage through statements, acknowledgments and publicly visible stories and signs about our heritage | | X | | X | X | X |
| Incorporate our cultural diversity into the design and layout of our public spaces (murals, art, paving) | | | | X | | |
| Culture and heritage is celebrated through art, exhibition and education initiatives | | X | | X | X | |

| | Civic Engagement | Community, Leisure & Social Participation | Economic Participation | Built & Natural Environment | Communication | Council Culture, Services & Operations |
|---|------------------|---|------------------------|-----------------------------|---------------|--|
| Cultural Diversity, Objective 3.2: Recognise and support diversity through our partnerships and leadership | | | | | | |
| Aboriginal and Torres Strait Islander leaders work in partnership with Council leaders to pursue cultural and heritage outcomes | X | X | | X | | X |
| Consider development of a First Nations Strategy that recognises, acknowledges, increases awareness and promotes partnerships with the Larrakia Nation | X | | | | | |
| Council has strong partnerships in the community which enables it to include diverse views and perspectives in its planning and decision-making processes | X | X | X | X | X | X |
| Planning processes are inclusive of cultural diversity views and input | X | X | X | X | X | X |
| Council works with schools and community groups to celebrate and recognise culture and diversity | X | X | X | X | X | X |
| Establish a mechanism to enable diversity to be considered in all major initiatives of Council (ie a Diversity Advisory Committee) | X | | | | | |
| When undertaking town planning Council incorporates needs of all residents of Palmerston | | | | X | | |

| | Civic Engagement | Community, Leisure & Social Participation | Economic Participation | Built & Natural Environment | Communication | Council Culture, Services & Operations |
|--|------------------|---|------------------------|-----------------------------|---------------|--|
| A Future Focus, Objective 4.1: We support and foster innovation | | | | | | |
| We focus on developing our people. We develop and foster innovation in the community – through skills development, capacity building, enabling/encouraging and supporting the community to be self-reliant | X | | X | | | X |
| We will support the establishment of a network of experts and innovators who can influence innovation and encourage forward thinking | X | | | | | |
| We support and encourage businesses to embrace change and innovate | | | X | | X | |
| We want to attract and retain businesses and not-for-profit agencies that use innovative approaches to social issues, service delivery and product development | X | X | X | | | X |
| A Future Focus, Objective 4.2: Infrastructure is fit for purpose | | | | | | |
| Infrastructure is maintained and managed to meet community need and adopt innovative approaches | | | | X | | |
| Our assets have multiple uses | | | | X | | |

| | Civic Engagement | Community, Leisure & Social Participation | Economic Participation | Built & Natural Environment | Communication | Council Culture, Services & Operations |
|---|------------------|---|------------------------|-----------------------------|---------------|--|
| Environmental Sustainability, Objective 5.1: Reduce our footprint on the environment | | | | | | |
| People are engaged and encouraged to adopt best practice sustainable and environmental practices – Practical ways to be green in Palmerston | | | | | X | |
| When council constructs new buildings, they seek to utilise renewable energy efficient technologies | | | | | | |
| Council's processes model best practice in sustainability and environmental management | | | | | | |
| Increase educational and awareness raising initiatives that improve and expand community understanding of how they can have a lower environmental footprint | | | | | X | |
| Provide opportunities for community to recycle, reuse or repair all types of waste | | | | | X | |
| Council phase out use of plastic at Council events and in all Council owned and run faculties | | | | | X | |
| Council uses locally sourced materials where possible, supported by local labour | | | X | | | |
| Council procurement processes promote sustainability | | | | | X | |

| | Civic Engagement | Community, Leisure & Social Participation | Economic Participation | Built & Natural Environment | Communication | Council Culture, Services & Operations |
|---|------------------|---|------------------------|-----------------------------|---------------|--|
| Environmental Sustainability | | | | | | |
| Objective 5.2: Palmerston is a cool, shaded green city | | | | | | |
| Environmental Sustainability, Objective 5.3: Encourage personal action and taking a leadership role | | | | | | |
| Encourage greater use of recycling bins by reducing general waste collection fees/rates | | | | | X | |
| Participate in and encourage NTG to develop planning guidelines that promote green infrastructure | | | | | | |
| Governance, Objective 6.1: Ensure we have a leading governance model | | | | | | |
| Be effective – do what we are supposed to do, and deliver our Community Plan | X | | | | X | X |
| Be accountable – open and transparent and also report back on our progress | X | | | | X | |
| Be courageous – try new solutions, take measured risks, adopt new technologies, be flexible and adaptable | X | | | | | X |
| Governance, Objective 6.2: Community is at the centre | | | | | | |
| Bring community into all aspects of the business – citizens are active and participate in the business of Council | X | X | X | X | X | X |
| Governance, Objective 6.3: Healthy working partnerships | | | | | | |
| Contribute strategically to decisions others make for Palmerston (ie planning) to ensure our strategic direction is being achieved – prioritise the health of Council's partnerships and networks – and make sure they are working well | X | X | X | X | X | X |

| | Civic Engagement | Community, Leisure & Social Participation | Economic Participation | Built & Natural Environment | Communication | Council Culture, Services & Operations |
|--|------------------|---|------------------------|-----------------------------|---------------|--|
| Work in partnership with staff to achieve the very best outcomes. Ensure frank and open dialogue | | | | | | X |

Appendix 2: *Useful resources*

The following table is a sample of the many resources for inclusion, diversity and accessibility available. It is expected that more will be added over time to create a curated toolkit for Council staff, volunteers and partners.

● Organisation websites

| | |
|---|---|
| Association for Children with Disability | https://www.acd.org.au/ |
| Australian Breastfeeding Association | https://www.breastfeeding.asn.au/services/welcome |
| Australian Human Rights Commission | https://humanrights.gov.au |
| Australian Local Government Association | https://alga.asn.au |
| Australian Multicultural Foundation | https://www.amf.net.au |
| Beyond Blue | https://www.beyondblue.org.au |
| Centre for Inclusive Design | https://centreforinclusivedesign.org.au |
| Changing Places | https://changingplaces.org.au |
| Diversity Council of Australia | https://www.dca.org.au |
| Federation of Ethnic Communities' Council of Australia | https://fecca.org.au |
| Larrakia Nation | http://larrakia.com |
| Multicultural Youth Advocacy Network (Australia) | https://myan.org.au |
| Northern Territory Anti-Discrimination Commission | https://adc.nt.gov.au |
| Northern Territory Lived Experience Network (mental illness, suicide) | https://livedexperient.net |
| Northern Territory Office of Multicultural Affairs | https://territoryfamilies.nt.gov.au/policy/multicultural-affairs |
| Rainbow Tick | https://www.qip.com.au/standards/rainbow-tick-standards/ |

| | |
|--|---|
| Sane Australia | https://www.sane.org |
| SBS Cultural Atlas | https://culturalatlas.sbs.com.au |
| Scanlon Foundation (Social Cohesion) | https://scanlonfoundation.org.au |
| Transhub | https://www.transhub.org.au/language#glossary |
| UNICEF Child Friendly Cities Initiative | https://childfriendlycities.org/what-is-the-child-friendly-cities-initiative/ |
| Welcoming Cities Network | https://welcomingcities.org.au/the-standard/ |
| World Health Organisation Age Friendly World network | https://extranet.who.int/agefriendlyworld/ |

● Aboriginal and Torres Strait Islanders

| | |
|--------------------|---|
| Larrakia Protocols | http://larrakia.com/about/protocol/ |
|--------------------|---|

● Checklists

| | |
|--|---|
| Accessibility starter kit | http://www.aarts.net.au/wp-content/uploads/2016/04/Checklist-AccessibilityStarterKit-2016.docx |
| Building maintenance | http://www.aarts.net.au/wp-content/uploads/2016/04/Checklist-Venue2BuildingMaintandAccess.docx |
| Centre for Inclusive Design Accessibility Checking Tools | https://centreforinclusivedesign.org.au/index.php/tools/2020/03/31/accessibility-testing-tools/ |
| City of Darwin, Accessible and Inclusive Events | https://www.darwin.nt.gov.au/council/about-council/publications-and-forms/accessible-and-inclusive-events |
| Inclusive Events Checklist | https://centreforinclusivedesign.org.au/index.php/blog/2017/05/10/checklist-for-inclusive-events-and-meetings/ |
| Signage & Communications | http://www.aarts.net.au/wp-content/uploads/2016/04/Checklist-MarketingandCommunications.docx |
| Ticketing, seating and services | http://www.aarts.net.au/wp-content/uploads/2016/04/Checklist-Venue4TicketingSeatingandServices.docx |
| Transport and parking | http://www.aarts.net.au/wp-content/uploads/2016/04/Checklist-Venue1TransportandParking.docx |

● Children

Touched by Olivia (Inclusive Play Spaces)

<http://touchedbyolivia.com.au/get-involved/resources/>

● Civic Engagement

Ohio State University – Kirwan Institute, **The Principles for Equitable and Inclusive Civic Engagement: A guide to transformative change**

<https://kirwaninstitute.osu.edu/wp-content/uploads/2016/05/ki-civic-engagement.pdf>

● Communication & Language

Australian Press Council Advisory Guideline: **Reporting on persons with diverse sexual orientation, gender identity, and sex characteristics**

<https://www.presscouncil.org.au/uploads/52321/ufiles/APC-Advisory-Guideline-2019-final.pdf>

Broadcast and social media communication in emergencies Guide

<https://centreforinclusivedesign.org.au/index.php/news-and-events/news/2020/01/09/broadcast-and-social-media-communication-in-emergencies/>

Centre for Inclusive Design, **Easy English versus Plain English Guide**

https://centreforinclusivedesign.org.au/wp-content/uploads/2020/04/Easy-English-vs-Plain-English_accessible.pdf

Centre for Inclusive Design, **Contacts and Tools for Translation**

<https://centreforinclusivedesign.org.au/index.php/tools/2020/03/31/contacts-for-translation/>

Centre for Inclusive Design, **Contacts and Tools for Captioning**

<https://centreforinclusivedesign.org.au/index.php/tools/2020/03/31/contacts-for-captioning/>

Centre for Inclusive Design, **Cognitive Disability Digital Accessibility Guide**

<https://centreforinclusivedesign.org.au/index.php/services/guides/2018/03/31/cognitive-disability-digital-accessibility-guide/>

Diversity Council of Australia, **Words at Work: Building Inclusion Through the Power of Language**

<https://www.dca.org.au/research/project/wordsatwork-building-inclusion-through-power-language>

Radical Copy Editor **Trans Style Guide**

<https://radicalcopyeditor.com/2017/08/31/transgender-style-guide/>

Transhub, **Trans Affirming Language Guide**

https://static1.squarespace.com/static/5d8c2136980d9708b9ba5cd3/t/5fade38a69c60d415b0b9c71/1605231505190/Trans-Affirming+Language+Guide_2020.pdf

Transhub **'Words Matter'**

https://static1.squarespace.com/static/5d8c2136980d9708b9ba5cd3/t/5e7bf3eb6eb97b50827b950b/1585181701422/Brochure_WordsMatter.pdf

● Disability

Australian Local Government Association, Disability Inclusion Planning: A Guide for Local Government

<https://alga.asn.au/disability-inclusion-planning-guide-for-local-government/>

City of Darwin Access and Inclusion Plan 2019 – 2022

<https://www.darwin.nt.gov.au/council/about-council/publications-and-forms/access-and-inclusion-plan-2019-2022>

● Employment

Centre for Inclusive Design, Digital Accessibility and Recruitment Guide

<https://centreforinclusivedesign.org.au/index.php/services/guides/2019/11/29/digital-accessibility-and-recruitment-guide/>

● General Inclusion and Accessibility

Diversity Council of Australia, Building Inclusion: An Evidence Based Model of Inclusive Leadership

<https://www.dca.org.au/research/project/building-inclusion-evidence-based-model-inclusive-leadership>

United Nations – list of International Days

<https://www.un.org/en/sections/observances/international-days/index.html>

United Nations – list of International Weeks

<https://www.un.org/en/sections/observances/international-weeks/index.html>

● Mental Health

Mental Health First Aid

<https://mhfa.com.au/mental-health-first-aid-guidelines>

SANE resources about stigma:

<https://www.sane.org/information-stories/facts-and-guides/reducing-stigma>

Our turn to speak – National Stigma Report card:

<https://www.sane.org/adrc/current-adrc-projects/national-stigma-report-card>

● Universal Design

7 Principles of Universal Design

<http://universaldesign.ie/what-is-universal-design/the-7-principles/the-7-principles.html>

● Youth

Multicultural Youth Advocacy Network (Australia),
National Youth Settlement Framework

<https://myan.org.au/resources/national-youth-settlement-framework/>







'A Place for People'

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08 8935 9922
palmerston@palmerston.nt.gov.au

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