



ClubsNSW is committed to working
with clubs and other stakeholders
to develop strategies that assist with
the inclusion of all individuals.

disability



Part of the Club

A Guide to Creating An Inclusive Club Industry

There are more than 1,300 registered clubs in NSW.

From bowling to social and sporting clubs, this truly diverse industry knows the magic of bringing people together. It's what they do best.

Registered clubs are owned by the people they serve, with the intention to deliver a wide range of benefits to their members and the wider community.

NSW clubs employ more than 40,000 people, utilise an additional 32,000 volunteers and serve as social hubs for more than 6.7 million members.

Established in 1926, ClubsNSW is the peak representational body for the club industry in NSW.

ClubsNSW's purpose is to lead a sustainable industry that makes a growing contribution to the NSW community, seeks to strengthen conditions for those working within the industry and to support the local communities they serve.

ClubsNSW is committed to working with clubs and other stakeholders to develop strategies that assist with the inclusion of all individuals, including:

- people living with disability
- people of cultural and linguistically diverse backgrounds
- people of Indigenous and Torres Strait Islander heritage
- marginalised groups within the community.

© 2016 CLUBSNSW

The Registered Clubs Association of New South Wales
ABN 61 724 302 100
Level 8, 51 Druitt Street Sydney NSW 2000
P 02 9268 3000 F 02 9268 3066
Member Enquiries Centre 1300 730 001

www.clubsnsw.com.au

Contents

	Message from Peter Newell	1
	Message from the Hon John Ajaka MLC	2
	About Part of the Club	3
1	Industry Commitment to Disability Inclusion	6
1.1	Snapshot of disability	6
1.2	Inclusion in the club industry	6
	Barriers to inclusion in the club industry	7
1.3	Our commitment to inclusion	8
	Develop positive community attitudes and behaviours	8
	Create liveable communities	8
	Support access to meaningful employment	9
	Improve access to mainstream services through better systems and processes	10
2	Guide to Disability Discrimination	12
2.1	Disability Discrimination Legislative Framework	12
2.2	Disability under the DDA	12
2.3	The rights of a person with disability	12
2.4	Discrimination	13
	Reasonable Adjustments	13
	Direct and indirect discrimination	14
	Assistance animals	14
	Discrimination complaints	15
2.4	Discrimination and the Club Code of Practice	15
3	Guide to Physical Accessibility	18
3.1	Accessibility under the DDA	18
3.2	An accessible club	18
3.3	Entry to and moving around the club	19
	Entry Pathways	19
	Car parks	19
	Inside the club	19
	Accessible facilities	20
	Directions and signage	20
	Emergency evacuation	21
	Bistros, restaurants and bars	21
	Entertainment areas, function spaces and meeting rooms	21
	Promotions and rewards	22
	Sporting and recreation facilities	22
	Special events	23

4	Guide to Inclusive Customer Service	26
4.1	Inclusive Customer Service	26
4.2	Communication considerations	26
4.3	Inclusive policies	27
4.4	Communicating accessibility features	27
4.5	Language	27
	Examples of correct language to use when discussing disability	28
4.6	Accessible documents	28
	Printed documents	28
	Websites and apps	29
4.7	Customer service tips	30
4.8	Assistance with communicating	31
	National Relay Service	31
	AUSLAN translation services	31
4.9	Managing complaints	31
	General complaints	31
4.10	Discrimination complaints	32
	Appendix: Example Customer Policies & Strategies	33
5	Guide to Inclusive Employment	36
5.1	Benefits of inclusive employment	36
5.2	Rights and responsibilities	36
	Obligations under the DDA	36
5	Guide to Inclusive Employment	36
5.3	Inclusive Recruitment	37
	Position Descriptions	37
	Disclosure of disabilities	38
	Creating inclusive workplace policies	39
	Interviewing	40
	Induction and orientation	41
5.4	Options for Recruitment	41
	Disability Employment Services	41
	Jobs in Jeopardy	42
	Transition to Work	42
5.5	Managing disability employment in your club	43
	Workplace adjustments	43
	Employee development and retention	43
	Managing employee performance	44
	Workplace health and safety considerations	45
	Appendix: Suggested Employment Policies	46
6	What's Next & Further Assistance	50
	Disability Support Services	51
	Employment Accessibility	52
	Discrimination	53
	Disability A-Z	54



Message from Peter Newell

It is my pleasure to introduce *Part of the Club: A Guide to Creating An Inclusive Club Industry* ('Guide').

Disability inclusion has never been a more important topic, given nearly 20 per cent of us will experience some form of permanent disability in our lifetimes.

Clubs are well placed to implement inclusive practices by providing accessible premises for everyone to enjoy, working with local groups and employing staff with disability. There are so many ways to create an inclusive club industry.

In working towards our goal of creating an inclusive club industry, ClubsNSW has proudly partnered with both the NSW Department of Family and Community Services (FACS) and consulted with the Australian Network on Disability (AND) to bring you this Guide.

The Disability Inclusion Action Plan (DIAP) sets out our commitment to inclusion and the actions ClubsNSW intends to take in supporting individual clubs to create an inclusive environment. The Guide is a first step to assessing how inclusive your club is and lays out practical examples for improving accessibility, customer service and employment practices for people with disability.

Clubs are here to do their bit to break down barriers in the community, allowing people with disability who in the past have had barriers put up to achieving their goals and dreams.

We have an opportunity to become leaders in this area, to show the communities in which we operate the benefits of inclusion and how taking small steps can lead to big changes. We have already seen so many great stories since beginning this journey almost a year ago. We see it in the media, in our *Clubs & Community Awards* and we see it when we walk into a club.

Inclusion is second nature to clubs. It's what we do and what we will continue to do to ensure that everybody feels 'part of the club'.

I look forward to seeing how clubs continue to shape the face of an inclusive NSW.

Peter Newell OAM
ClubsNSW Chairman



Message from the Hon John Ajaka MLC

In 2014, I was proud to introduce the *Disability Inclusion Act 2014* into the NSW Parliament. This Act sets out the NSW Government's commitment to uphold the rights of people with disability and ensure they enjoy equal opportunity to participate in social, economic and community life.

To support the Act we developed a NSW Disability Inclusion Plan and require all NSW Government agencies and local councils to each implement a Disability Inclusion Action Plan. We have always acknowledged this is only part of the response and inclusion must be the responsibility of the whole community. That is why, I am pleased to acknowledge and support this initiative by ClubsNSW - Part of the Club.

Clubs are a social outlet for many and provide employment, sponsor sports, and offer recreational activities. By developing these guidelines and providing real opportunities for people with disability, almost 1400 clubs in NSW demonstrate their commitment to playing an important role in building strong, vibrant and inclusive local communities.

The NSW Government has been working closely with ClubsNSW to link government, sports, business and community groups together to create concerted action to improve access and inclusion for people with disability in NSW.

I recommend this publication to all clubs in NSW and thank ClubsNSW for their continuing commitment to the inclusion of people with disability.

A handwritten signature in black ink that reads "John Ajaka". The signature is fluid and cursive, with a period at the end.

Hon John Ajaka MLC
Minister for Disability Services

About Part of the Club

It has long been known that clubs are committed to their roles as community-minded organisations. With social contributions statewide reaching up to \$1.3 billion per annum, it is undeniable that clubs are the heart of their communities and leaders in the not-for-profit sector.

Whilst clubs are in so many ways an inclusive industry, the journey towards inclusive best practice started with the release of the NSW Disability Inclusion Plan (NDIP) in 2014. With the release of this Plan, the NSW Department of Family and Community Services (FACS) approached ClubsNSW to assist in implementing the Plan at an industry level.

A 2016 ClubsNSW survey found that many clubs were already doing a lot to create an inclusive environment. This includes having inclusive sport options, supporting local groups and providing meaningful employment. Some of their stories are featured in these guides.

However, clubs recognised that there is always more to be done. But where to start?

Our commitment is to grow on this positive foundation and further the inclusion of people with disability within Clubs. The *Part of the Club Industry Guide* has been designed to provide a model to best practice.

The guide features six sections:

- 1 **Industry Commitment to Disability Inclusion**
- 2 **Guide to Disability Discrimination**
- 3 **Guide to Inclusive Physical Accessibility**
- 4 **Guide to Inclusive Customer Service**
- 5 **Guide to Inclusive Employment**
- 6 **What's Next & Further Assistance.**

This guide is designed to get you thinking about inclusive practices for your members, guests, employees and the wider community.

The first part of the Guide sets out the goals ClubsNSW has for the industry over the next three years. The Industry Action Plan follows the four areas of inclusiveness laid out in the New South Wales Disability Inclusion Plan. These are:

- attitudes and behaviours;
- liveable communities
- employment
- systems and processes.

The rest of the guides set out best practice guidelines for clubs in the areas of disability discrimination, physical accessibility, customer service and employment.

Section 1

Industry Commitment to Disability Inclusion

1 Industry Commitment to Disability Inclusion

1.1 Snapshot of disability

The Australian Bureau of Statistics (ABS) Survey of Disability, Ageing and Carers reported in 2012 that more than four million people or 20 per cent of the population will develop some form of disability. Of these, it is estimated that 1.3 million people living in NSW are living with a disability.

Disability can be intellectual, physical, cognitive, sensory or neurological. A disability may be visible, such as a need for a wheelchair or difficulty with hearing or may also be non-visible, such as a learning difficulty or mental health issue. Disability and the impact of disability is unique to each individual.

43 per cent of people over the age of 55 are reported as having a disability and the likelihood of developing a disability increases with age. Some people are born with disabilities, some are degenerative and others are acquired through accident, illness or injury.

With 6.7 million memberships in NSW, it is a fair assumption that clubs receive significant patronage from people with disability. But not just that, with a workforce of 42,000, many club employees will have some form of disability either now or in the future.

Clubs, as community hubs, are well placed to support the needs of people with disability and promote inclusiveness to their members, guests and staff.

One in five people in Australia will experience a permanent disability in their lifetime. In NSW, that equates to 1.3 million people.

1.2 Inclusion in the club industry

ClubsNSW is committed to further educating the industry on the benefits of disability inclusion and raising awareness of the great work many clubs already do in this area, including, for example, employing someone with a disability, supporting disability groups and individuals and providing accessible premises.

The 2016 ClubsNSW survey of inclusion in clubs, found that of the clubs that indicated that they are currently employing someone with a disability, 60 per cent employ a single employee with disability whilst 20 per cent employ two people and 15 per cent employ three or more people with a disability.

Disabilities represented in club staff range from employees with paraplegia and other physical disabilities, learning difficulties, low vision, deafness and intellectual disability. The range of employment opportunities filled by a person with disability included bar work, cleaners, ground staff, receptionists, kitchen hands and general duties.

Clubs also support a wide range of disability support services including Special Olympics, Wheelchair Sports, disability support groups and provide individual grants to assist people with disability to live a full life.

Barriers to inclusion in the club industry

Inclusive environments allow everyone to be themselves in their club.

One of the biggest barriers identified in clubs is the lack of awareness and understanding of people with disabilities which tends to come from a lack of interaction. Other barriers include attitude, processes and access to premises.

By taking leadership in creating an inclusive environment, clubs can begin to show the community the benefits of inclusion and break down this and other barriers.

Here are some of the barriers ClubsNSW has identified that will be addressed through the commitments listed in the next section:

Physical and environmental

- insufficient understanding of limitations for people with disabilities in accessing the club and its services
- limited resources
- lack of knowledge of how to improve accessibility.

Communication and process

- limited education on correct language, etiquette and procedures
- lack of awareness of support services available to assist in communicating with a person with disability.

Attitude

- limited awareness about disabilities in general and the abilities of people with disability
- lack of awareness of support services
- insufficient understanding of obligations under legislation.

Case Study: Inclusive clubs, inclusive communities

The Royal Prince Alfred Yacht Club in Newport on Sydney's Northern Beaches works with their local community to support and inspire people living with disability. The Club recognises that everyone, regardless of their ability, deserves the right to enjoy the services they have to offer.

The Club's *Integrated disAbled Sailing* (IdS) program helps those living with a disability to access world-class facilities and sail competitively, and has produced fantastic results. The program provides

financial and volunteer support to integrate sailors with disabilities into the Club's regular sailing program. Through IdS, the Club has supported and provided a crucial pathway for sailors of all abilities in the community.

The Royal Prince Alfred Yacht Club was recognised for their work as the recipient of the Disability, Welfare & Social Inclusion Award – Group Benefit at the 2016 *Clubs & Community Awards*.

1.3 Our commitment to inclusion

Develop positive community attitudes and behaviours

The attitudes and behaviours of the community is one of the biggest barriers to inclusiveness. Lack of awareness and understanding of people with disability contribute significantly to this. Clubs are well placed to influence community attitudes and to become leaders in an inclusive environment.

OUR GOAL

Utilise clubs' roles within the community to help change attitudes and behaviours about people with disabilities to ensure they are made to feel included.

COMMITMENT

- Educate the industry and the wider community on the benefits of inclusion and encourage clubs to 'lead by example'
- Utilise positive media stories to assist in changing community attitudes and behaviours
- Provide tools for clubs to easily assess their disability confidence and accessibility and investigate the use of an industry benchmarking program.

Create liveable communities

Liveable communities are ones that are free from physical barriers to inclusion. Clubs, as centres for socialisation, recreation and sport can assist in implementing these goals by creating spaces that remove barriers for participation and make everyone feel welcome and included.

OUR GOAL

Utilise clubs' relationships with community groups to further enhance the quality of life for those living with disability by providing a barrier free venue to enjoy recreational activity and social interaction.

ACTION

- Encourage clubs to identify barriers to inclusion within their clubs and work productively with ClubsNSW to achieve best practice
- Encourage clubs to consider how the needs of people with disability are reflected in the club and make reasonable adjustments
- Assist clubs in forming relationships with disability groups that will assist them in becoming more inclusive specific to the needs of their local community.

Support access to meaningful employment

Employment and economic security are important factors to consider in creating an inclusive club industry. Clubs employ over 40,000 employees and are leading the way for inclusive employment. With a wide range of positions available within the industry, encouraging clubs to create inclusive employment strategies will not only benefit the club but also the wider community.

OUR GOAL

Find opportunities within clubs to offer meaningful employment and traineeships to those living with disabilities.

ACTION

- Provide clubs with support for best practice inclusive employment
- Utilise internal media to produce stories within the industry to champion clubs that have had success in inclusive employment practices
- Partner with organisations which will assist clubs to undertake inclusive employment practices
- Encourage clubs to network with other clubs to share industry knowledge.

Improve access to mainstream services through better systems and processes

Another barrier to inclusion is the ability to access services within the community. For clubs this means that all communications, policies and forms are accessible and their services made equally available to all. It also means ensuring that the ClubGRANTS scheme and other grant programs are made accessible from both an individual club level and a ClubsNSW level.

OUR GOAL

Utilise the existing framework of support clubs have with the community, including ClubGRANTS and Community Partners, to encourage clubs to further engage with and financially support causes related to providing services to people living with disability.

ACTION

- Encourage clubs to engage with local community groups working within the disability sector, including accessible sports groups, schools for children with disabilities and support groups in the local area.
- Educate clubs on best practice document and website design to ensure full accessibility and equal access to services
- Ensure the ClubGRANTS administration process and other grant processes are made fully accessible including forms and communication tools.

Section 2

Guide to Disability Discrimination

2 Guide to Disability Discrimination

2.1 Disability Discrimination Legislative Framework

The *Disability Discrimination Act 1992* (DDA) seeks to protect people in Australia living with a disability. The objects of the DDA are to:

- a) eliminate discrimination against persons on the ground of disability in areas such as work, access to premises and provision of goods and services
- b) ensure, as far as practicable, that persons with disabilities have the same rights to equality before the law as the rest of the community
- c) promote recognition and acceptance within the community of the principle that persons with disabilities have the same fundamental rights as the rest of the community.

The DDA encourages everyone to get involved, and as employers, service providers and social hubs, clubs are well placed to implement the aims of the DDA on many different levels.

2.2 Disability under the DDA

Disabilities may be acquired at birth, develop throughout the course of a lifetime or may be acquired through accident, illness or injury.

Under the DDA, the term disability refers to any of the following:

- physical disability
- intellectual disability
- psychiatric disability
- sensory disability
- neurological disability
- learning disability
- physical disfigurement
- the presence in the body of disease-causing organisms.

Disabilities may be acquired at birth, develop throughout the course of a lifetime or may be acquired through accident, illness or injury.

2.3 The rights of a person with disability

In accordance with The United Nations Convention on the Rights of Persons with Disabilities, a person with a disability has the right to, among other things:

- have access to places used by the public
- obtain goods and use services and facilities in the same way as a person without a disability

- the same employment opportunities as a person without a disability
- take part in sporting activities in the same way as people without a disability
- be a member of a club or association in the same way as a person without a disability.

Disability discrimination is the practice of treating someone unfairly because they have a disability. Treating people fairly does not always mean treating people equally.

2.4 Discrimination

Disability discrimination is the practice of treating someone unfairly because they have a disability. Treating people fairly does not always equate to treating people equally, and clubs may be required to make reasonable adjustments for an employee or member with a disability, so as to ensure they have equal and equitable access to opportunities.

Harassment is a form of discrimination and occurs when a person with disability is made to feel intimidated, insulted, humiliated or is placed in a hostile environment.

Discrimination is not always an intentional act. For example not having an accessible entrance to your club might count as discrimination, even though the intention was never to stop people with limited mobility from entering the club.

Under the DDA, clubs need to make reasonable adjustments to avoid discrimination. A proactive approach to inclusion and reasonable adjustments is key to avoiding lengthy and costly complaints.

Reasonable Adjustments

The term 'reasonable adjustment' means change to a practice that enables a person with a disability to undertake their rights in the same way a person without a disability would. This may impact work processes, club procedures or the physical environment.

Reasonable adjustments should be designed to assist employees, members and guests to fulfil their duties, and allow members and guests to enjoy the full functionality of the club.

Under the DDA, you are not required to make reasonable adjustments where it would create an undue hardship on the business. Remember that accessibility is a right of all people and clubs should think carefully about their inclusive practices before determining that an adjustment is an unjustifiable hardship.

This includes cost effective alternatives that might be available. An example of a reasonable adjustment may include the installation of a stair lift, where lift access is unavailable or costly.

Direct and indirect discrimination

Disability discrimination can be either direct or indirect. Direct discrimination is intentionally treating a person with a disability less favorably simply because they have a disability. This includes refusing to make reasonable adjustments to ensure that a person can partake in an activity in the same way that a person without disability could. An example of direct discrimination would be refusing to hire a person with a hearing impairment because of their disability or refusing admittance to a wheelchair user because the club is not accessible.

Indirect discrimination occurs when a 'condition' (such as an environmental or procedural factor) stops a person with a disability, or an associate of a person with disability from doing something. This includes not being able to navigate a website due to it not being of an accessible nature or having a condition of entry that cannot reasonably be complied with for a person with a disability.

Direct discrimination is intentionally treating a person with a disability less favourably. Indirect discrimination occurs when a condition stops a person with a disability from doing something.

Assistance animals

Assistance animals are specially trained animals that assist people with disability in their day to day activities. This may include navigating busy streets and interacting with staff at retail and service providers.

An assistance animal can be a dog or other animal accredited by law or through an accredited training organisation. The animal must be trained to assist the person and must meet reasonable standards of hygiene and behavior for an animal in a public place.

By law, a person with disability is entitled to be accompanied by an assistance animal, which is being used to genuinely assist the person into and around a public building or place or on public transport. Clubs cannot, without reasonable cause, refuse to permit a person with an assistance animal into the club, nor can they deny them use of the club facilities such as the club courtesy bus.

However, all club members and guests are expected to abide by the Code of Conduct of the individual club and as such it is not an offence to eject a person with an assistance animal for a reason under the Code of Conduct not related to them having a disability or assistance animal.

Discrimination complaints

Discrimination may come as a result of unintentional acts and clubs may not be aware that they have made a person with disability feel discriminated against. This is why it is important to have an open and inclusive environment and an effective and transparent means of communicating in the event of a complaint. By utilising some of the proactive advice in this Guide, clubs may be able to avoid these situations.

If a person feels discriminated against, there are a number of options available to them. The *Club Code of Practice* (the Code) is equipped to deal with discrimination complaints. The person can also make a complaint to the Human Rights Commission or the NSW Anti-Discrimination Board. These third parties do not determine if discrimination has occurred but attempt to mediate the situation.

In all instances the complainant will usually be asked to lodge a formal complaint directly to club management in the first instance. For more information on handling disability related complaints please see *Section 4: Guide to Inclusive Customer Service*.

Complainants also have the option of having their discrimination case heard in the Federal Court. This can be a long and costly process for both parties and one that ideally should be avoided through application of best practice inclusive activities.

2.4 Discrimination and the Club Code of Practice

The Code sets out common standards of conduct for all ClubsNSW member clubs. The Code and associated *Best Practice Guidelines* outlines key obligations to club members, visitors and the community. All ClubsNSW member clubs are required to abide by the Code, in conjunction with their constitutions and relevant laws and regulations.

Section 25(h) of the Code outlines club obligations with regards to discrimination. It states:

[W]e will pursue the aims and purpose of our Club by contributing to a safe, healthy and discrimination-free Club environment.

Club members who believe that a club is in breach of this section may lodge a complaint with the Code Authority, an independent body that monitors the Code of Practice. There are a range of sanctions available to the Code Authority should they determine that the club has committed a breach and failure to comply may result in cancellation of the club's ClubsNSW membership.

Section 3

Guide to Physical Accessibility

3 Guide to Physical Accessibility

3.1 Accessibility under the DDA

According to the DDA, every public space should be accessible both in terms of the entrance to and moving around inside the building, with accessible facilities such as toilets.

The DDA does not give technical specifications for the fit out of the building and surrounds but rather requires that reasonable adjustments be made for accessibility. What reasonable adjustments may mean differs from site to site but the underlying goal is to ensure equal access to the building and its facilities. For more information on reasonable adjustments, please see *Section 2: Guide to Disability Discrimination*.

The DDA does allow for exemptions where converting the space to an accessible one may be an unjustifiable hardship, however, this is a subjective test and is decided on a case-by-case basis.

The Human Rights Commission has created a Guide called *Access: Guidelines and Information* which paints a complete picture of what a fully accessible building would look like. These are summarised below from a club perspective. The full document can be found on the Australian Human Rights Commission's website www.humanrights.gov.au/publications.

3.2 An accessible club

If your club has a member or guest who has disability, the best thing you can do for them is to ask “what would make accessing our club easier for you?”

Sometimes what they may need is not easily available, however, it can go a long way to creating a positive club environment and improving the relationship between you and your members and may provide insight for future planning.

Another thing to do when considering the accessibility of the club is to look at the club with an accessibility lense, cross checking with this Guide for areas where accessibility can be increased. Ask yourself: if you were in a wheelchair could you easily access all the facilities, from the sign-in desk to the bathrooms and the bistro? If you had low vision could you easily navigate your way around the club, are there any obstacles that may prevent access? If you were deaf, how would you know what was happening in an emergency situation?

Listed here are some considerations to make about accessibility in your club. These should be considered a guide and do not measure compliance with the DDA.

Think about how a person with disability experiences your club.

3.3 Entry to and moving around the club

Your accessible entrance should be your main entrance and the path to it unobstructed and safe for all members including people with disability.

Entry Pathways

- Pathways should be clearly marked and unobstructed
- At least one path to the premises should have no steps, and this path sign posted clearly as being an accessible pathway at other pathways which may not be accessible
- Pathways should be clear of low hanging trees, signs and other obstructions that might be hard for a person with low vision to see
- Pathways should be wide enough for a wheelchair to pass another person walking on it and should feature handrails and kerbrails to assist in mobility and to stop wheels from falling off the edge of the ramp
- Pathways should be made from even concrete (free from large cracks)
- Accessible pathways should always lead to the main door way. It is not acceptable to have a secondary entrance specifically for people with accessibility needs unless it is an unjustifiable hardship to modify the main entrance.

Car parks

- The law requires that one accessible car parking space be available for every 50 parking spaces up to 1000 spaces and one accessible space for every 100 in excess of 1000. The minimum amount of parking spaces may not be sufficient to adequately serve your community
- Accessible car spaces should be wide enough to safely unload a wheelchair or other mobility equipment and have a clear and safe pathway directly to the club entrance
- The club should actively police the car park potentially with the assistance of local council rangers to ensure that accessible parking spaces are only used by those with permits
- Courtesy buses should have a place to store a wheelchair or walker and be able to easily transport people with limited mobility
- The club should have a drop-off area near the entrance for cars and taxis to allow access to patrons who may need assistance in and out of the club.

Inside the club

- There should be a clear accessible path of travel around the club without steps and barriers
- The sign-in desk should be at an accessible height for a person

in a wheelchair and if not a contingency should be put in place to easily assist a person in a wheelchair to sign-in quickly and with dignity

- Where there are stairs, raised tactile markings indicate to people with low vision that there is a danger present and should be placed at the top and bottom of all internal and external staircases around the club
- Stairs should also have hand rails on either side at a comfortable height that allows a patron to easily slide their hand along. Clubs might also consider the need for an accessible stair lift where there are no alternative options for a patron
- Doors should ideally be automatic or take the least amount of force to open. 'D-shaped' handles provide the best option for accessibility as round knobs can be hard to manipulate
- There should also be sufficient circulation space around doors to ensure a person in a wheelchair or mobility aid can maneuver around if necessary.

Accessible facilities

- Accessible facilities need to be adequately sign posted and access should be easy and unobstructed
- Stall doors should open easily in either direction with handrails installed next to the toilet
- Other facilities such as the sink, toilet paper, towels and soap should all be placed at an appropriate height for someone in a wheelchair
- Where venues only have one accessible facility, then ease of access for employees as well as patrons should be considered
- Other facilities that are offered to all patrons should be assessed for their accessibility. This includes ATMs which may require audio instructions for people with low vision, courtesy telephones and computers which should have accessibility features and any other facility that can be used by all members and guests.

Accessible bathroom facilities need to have all amenities at a height suitable for people in wheelchairs to use.

Directions and signage

- Directions and signage should be in bold, clear writing with good contrast which can be easily read by someone with low vision
- Braille information should be printed on signage such as lift buttons, direction signage at touch height and toilet doors
- Member announcement systems should be supplemented where possible to ensure that people who are deaf or hard of hearing can also perceive the announcements given to guests.

In an emergency situation staff need to be aware of how to assist patrons with varying disabilities. Alarms and instructions should be multi-sensory for example both verbal and written.

Emergency evacuation

- Ensuring there are adequate emergency evacuation procedures in place for all guests is an important legislative requirement
- Staff should be trained specifically around how to assist a person with low mobility, hearing loss, low vision or other disability out of the club during an emergency
- During an emergency situation, there should be multiple sensory alarms so that persons who are hard of hearing are also alerted to the danger and good lighting for people with low vision to find the safest pathway. Your local fire department can assist you in creating evacuation plans for all of your patrons.

Bistros, restaurants and bars

- There should be sufficient space between tables to ensure that a person in a wheelchair or with a mobility aid can easily move around the space
- Bars, cash registers and other surfaces should be at a reasonable height for access by a person in a wheelchair
- In a bistro or buffet style setting, plates and cutlery should be placed at a height accessible to someone in a wheelchair
- Menus should be provided in several formats for example consider providing an mp3 player with a pre-recorded audio version of the menu so that members with low vision can easily access the menu
- Bistro buzzers should have multiple sensory alerts (sound, sight and touch) and a clear pathway from the dining area to the food pickup area provided.

Entertainment areas, function spaces and meeting rooms

- In entertainment areas such as theatrettes, the stage should be accessible. Some clubs have opted to purchase a portable wheelchair lift which can be used in multiple locations throughout the club
- Microphones should be able to be used at different heights and there should be enough microphones for all speakers (such as a roving mic in a Q&A situation) so that a person who is hard of hearing can hear the event properly
- Consider the path to the accessible facilities closest to the venue and how people with varying disabilities might be able to access these

-
- Like in the bistro, consider the width between tables to ensure they are easy to fit through for someone in a wheelchair or with other mobility limitations
 - Table heights should be at a reasonable height so that a person in a wheelchair can comfortably sit at it and buffets and refreshment tables should not be set too high and plates and food should be easily reached when seated in a wheelchair
 - Throughout the club, but particularly in entertainment areas, a hearing loop can be useful in assisting people with hearing aids to 'tune in' to the sound from speakers
 - While dimming the lights might 'set the mood' it might also preclude a person from lip reading or significantly reduce visibility for a person with low vision.

Promotions and rewards

- Member rewards kiosks should be at a height that is easily accessible and should have multiple sensory arrangements for people who have low vision and are hard of hearing
- Raffles, badge draws and other promotional events should be conducted in an area that is accessible and a clear pathway established for people to easily collect their prizes and/or participate
- During Bingo and Housie games, ensure tables are at an adequate height for a person in a wheelchair to participate and ensure that the area has clear pathways around tables to allow for mobility
- Provide the rules and terms and conditions of games and promotions in multiple formats to allow for people with varying abilities to have equal access. For more information about how to make documents accessible, please see *Section 4: Guide to Inclusive Customer Service*
- Supplementing the PA system with visuals when announcing games and prizes, assists members and guests who are hard of hearing to participate in the process.

Raffles, badge draws and other promotional events should be conducted in an area that is accessible and a clear pathway established for people to easily collect their prizes.

Sporting and recreation facilities

- Ensure access to all sporting and fitness areas are accessible. This includes physical access to bowling greens, golf courses, recreation areas such as the pool and dart room and any gym or health centres the club may provide
- Consider providing accessible options in recreation areas such as dart boards that are set lower to allow for participation by people in wheelchairs

- Ensure your club has in place zero tolerance policies with regard to bullying and discrimination when participating in club activities. For more information on writing inclusive behaviour policies, please see *Section 4: Guide to Inclusive Customer Service*.

Special events

- Ensure special events held at your club such as Grand Final football celebrations and Anzac Day ceremonies follow best practice physical accessibility
- Information about special events should be provided in multiple formats to allow all members to access them
- Grass, gravel and dirt are particularly inaccessible for people with disabilities and this should be taken into account for various functions that may occur around the club premises.

Case Study: Small steps, big results

Jonathan Wynter originally came to Macksville Ex-Services Club as part of the work experience portion of a hospitality skills course. Jonathan has Asperger's syndrome which makes it hard for him to socialise and made him reluctant to even join the course in the first place, but with the support of his Disability Employment Service (DES) provider Jonathan persevered and went on to complete his Safe Food Handling Certificate, RSA, RCG and Barista Certificate and work experience at the Club.

The club was so impressed with Jonathan that they offered him paid employment upon completion of his Certificate II in Hospitality as a Food & Beverage Attendant doing the washing up and general cleaning of the club kitchen. Today, Jonathan's duties have grown to include kitchen hand duties in the Bistro, working the bar at major functions and front of house when required. Quite a remarkable change from the shy young guy who didn't even want to attend an information session.

Taking a small chance on a young man with so much potential has positively impacted not only Jonathan and the club but also his family and the whole community.

Macksville Ex-Services was recognised for its work in disability inclusion at the 2016 *Clubs & Community Awards* as the recipient of the Disability, Welfare & Social Inclusion Award (individual benefit).

Section 4

Guide to Inclusive Customer Service

4 Guide to Inclusive Customer Service

4.1 Inclusive Customer Service

Customer service is key to your club. In welcoming customers with disability, you not only open your membership base up to a wider range of people and therefore access a larger clientele, but you also improve your social licence to operate.

Almost one in every five customers you serve may be living with disability. That is why having front of house staff who are 'disability confident' is a key part of creating an inclusive environment. But it is also important to remember that people with disability are just people – with goals, values and hobbies to be pursued and enjoyed.

In this section, you will be provided with best practice advice in using the correct language when discussing disability, how to make your documents accessible, communicating with people who might have trouble responding or understanding and how to provide assistance to customers with disability.

4.2 Communication considerations

Disability and the experience and impact of disability is unique to each individual. The below communication considerations will support you to facilitate inclusive communication for all club members.

If you are unsure, it is always best practice to ask the individual how it is best to communicate with them.

Below are a few common considerations to make when communicating with a person with disability:

- You should never assume that a person with disability wants or needs help but always be polite and courteous as you would in any other situation
- Be considerate – some people may take longer to perceive and understand information and so information may need to be repeated a few times or explained in different ways
- People with low vision may use accessible technology such as screen readers to relay what information is printed on the screen
- A person who is hard of hearing may need to access services such as Australian Sign Language (AUSLAN) interpreters or simply need staff to be aware that they lip read.

It is always best practice to simply ask an individual with disability how it is best to communicate with them.

4.3 Inclusive policies

- Ensure your policies and procedures for dealing with customers are inclusive and non-discriminatory – this includes policies around member behaviour, disciplinary procedures and use of facilities
- Consider creating an inclusion statement for your club – this frames all of your policies and procedures and shows a commitment to making an inclusive place for the community (an example inclusion statement is included at the end of this section)
- Clubs should have in place policies and procedures dealing with bullying and discrimination of any kind in their club – these should apply to all activities in the club including use of sport and recreation facilities, promotions and use of other club services (an example anti-bullying policy is included at the end of the Guide).

Staff should be across not only the accessibility features but also the limitations of the club.

4.4 Communicating accessibility features

- Staff should be across not only the accessibility features but also the limitations of your club
- Instructing new staff on the various accessibility procedures and how to use the facilities goes a long way to incorporating physical accessibility into your club
- Advertising your facilities on your website and other locations as well as ensuring front of house staff are well versed on the accessibility of your club will ensure that patrons can enjoy your facility.

4.5 Language

- When discussing disability, use empowering not labelling language
- Use language that focuses on ability – what the person can do, not what the person can't
- Utilise 'person first' language when referring to a person with disability as it shows emphasis on the person, not the disability
- If you are unsure of how to best communicate with an individual, it is always a good idea to broach the subject with the person to whom you are referring
- Open and honest communication is polite and courteous and fosters an inclusive environment
- It is important to remember that people with disabilities are just

trying to live their lives and as such should always be treated with the same courtesy and respect as a person without disability

- When communicating with customers with disability, never draw attention to their disability
- Be patient and understanding of the fact that communicating in these circumstances may take a little more time, and information may need to be gone over several times to ensure a mutual understanding.

Examples of correct language to use when discussing disability

Term	Correct use
Blind	A person who is blind has no vision. If a person has some sight they should be referred to as a person with low vision.
Deaf	A person who is deaf has no hearing at all. A person with a hearing impairment is a person who is hard of hearing.
Disabled parking space/ bathroom	A disabled parking space implies that the facility does not work. Instead, use the term accessible to describe facilities available for use for people who have accessibility requirements.
An epileptic	You should never refer to someone by their disability. Always use person first language by referring to them as a person with epilepsy or a person with Down syndrome.
The blind	Avoid collective nouns that group all people with a disability into one group such as 'the blind' or 'the deaf' instead you should use person first language by saying people who are blind or people with disability.
Negative connotations	You should avoid using language that denotes disability as being a negative thing – such as 'he suffers from a disability' or 'she is disabled'. These bring connotations of being unfit or abnormal. Instead refer to them as a person with a disability.
Overly positive language	People with disability want to feel included. Using overly positive language in some circumstances can seem to imply that they would somehow not be able to achieve what a person without disability would achieve without significant bravery and courage.

4.6 Accessible documents

Printed documents

- Headings are incredibly useful in assisting patrons to comprehend information contained in written documents

– they should be clearly defined and a table of contents used for longer documents

- Bookmarking also aids assistive technology in ‘reading’ the document
- Where there are images used, it is important to have a text alternative so that people using screen reader technology can also ‘see’ the picture – examples of descriptions might be ‘image of CEO’ or ‘image of players on club bowling green’
- Word and PowerPoint 2010 or older both feature an ‘accessibility checker’ which gives feedback on the accessibility of a document
- PDFs are not the most accessible document format for screen reader technology, so consider offering patrons with low vision Word, Rich Text or HTML formatted documents
- Ensure there is adequate contrast in documents to assist people with low vision and that text is written in clear and simple type face
- Tables within documents should be clearly defined as tables
- Graphs can greatly assist people with low vision to easily interpret information.

Written information should be presented as simply as possible in a clean typeface with good contrast.

Websites and apps

- Images and other non-text content on your website should feature alternative text to assist people who are blind or with low vision
- Information should be presented simply in a clean typeface with good contrast
- Websites should ideally be functional with just the use of a keyboard
- Scrolling content should have sufficient time for users of varying abilities to read before automatically moving on
- Websites should be free from bright flashing lights and loud repetitive sounds and other features that are known to cause seizures
- The site should be easy to navigate and easy for users to determine where they are on the site
- Web pages should be intuitive and operate in much a similar way as any other website.

4.7 Customer service tips

Situation	Customer service tips
Customer with limited mobility	<ul style="list-style-type: none">• Avoid touching or moving their wheelchair unless asked• Remember that they may consider their wheelchair to be part of their personal space• It is important to never stand behind a person in a wheel chair and to never speak down to them.
Patron with assistance animal	<ul style="list-style-type: none">• Patrons with assistance animals must not be refused entry to the club• The animal is not a pet, it's a working animal and should not be patted, played with or distracted in any way - more information about assistance animals can be found in <i>Section 2: Guide to Disability Discrimination</i>.
Patron with low vision	<ul style="list-style-type: none">• Avoid crossing their path to give them unobstructed mobility throughout the club• Always remember to introduce yourself, this lets the patron know that you are in their vicinity and seeking their attention• If they ask for assistance, offer an elbow for them to hold on to as you guide them• Describe the pathway as you go and as best you can – not only does this assist in their mobility but will make the patron feel more comfortable.
Patron who is deaf or hard of hearing	<ul style="list-style-type: none">• You can gain the attention of a person who is deaf by moving into their line of sight or gently touching their elbow or arm• Always face the customer when you speak with them so that they can lip read• If the customer is accompanied by an interpreter, always speak directly to the customer• Ask the customer how they wish to communicate, they may like to lip read or have you write it down• Never shout or raise your voice with a patron who is deaf or hard of hearing• Ensure that your mouth is visible to the customer at all times including if there is more than one person involved in the conversation or if you have to move away to get something.
Customer with difficulties communicating	<ul style="list-style-type: none">• Always be patient and positive, it may take some time for the customer to understand• Where there is a helper or carer present, always speak directly with the customer• Speak in a calm, even tone and not too quickly or too slowly• Ask the patron what is the best way for them to communicate.

4.8 Assistance with communicating

National Relay Service

The National Relay Service is a free of charge service to assist people who are deaf, hard of hearing or with a speech impediment to communicate. To use the relay service, the customer will need access to a computer, tablet or laptop. The service connects the customer to an interpreter who relays the information the customer types to you over the phone and vice versa. The relay service can be accessed at any time and can be useful in communicating with customers on the phone.

To contact the National Relay Service, phone 1800 555 660

AUSLAN translation services

AUSLAN is the Australian Sign Language standard. If your customer requires a translator for any reason, one can be accessed through the Sign Languages Communications organisation for a fee. AUSLAN interpreters may need significant notice.

Customers with disability want a process that is simple and responsive, to feel as if they are heard, understood and respected and reasonable action to be taken as soon as practicable after the complaint has been made.

4.9 Managing complaints

General complaints

As a customer focused industry, it is important that clubs maintain good complaints handling procedures. These procedures should be reviewed to ensure that the process is accessible to all.

Customers with disability, like any other customer, want a number of key things when making a complaint. This includes a process that is simple and responsive – to feel as if they are heard, understood and respected and reasonable action to be taken as soon as practicable after the complaint has been made.

It is important that key club documentation such as member rules and policies and any forms related to making a complaint are provided in accessible formats.

4.10 Discrimination complaints

People who feel discriminated against have the right to refer complaints to the ClubsNSW Code Authority, Disability Discrimination Commissioner and subsequently the Federal Court. Proactive inclusive thinking by the club can mitigate a number of discrimination issues however, not everything can be planned for.

There are a few key considerations when dealing with a complaint from a person with a disability when it is related to discrimination or other matters pertaining to their disability:

- 1 Could the matter of the complaint likely be considered discrimination? For more information on what is considered discrimination, please see *Section 2: Guide to Disability Discrimination*
- 2 Are there any reasonable adjustments that can be made in this situation to avoid further discrimination?
- 3 Has the complainant proposed a resolution and what is the effect of the resolution on the club? Will the resolution likely bring unjustifiable hardship on the club?
- 4 Is there another resolution which can be amicably agreed to by both parties?

Ensuring the complaints process is as straight forward as possible should alleviate the stress for both parties. Sometimes a solution may not be reached and the matter may be referred to conciliation or court proceedings. In these cases, the club should ensure it is satisfied with the attempts that it has made to rectify the situation and that measures not taken would reasonably be considered an unjustifiable hardship on the business. Clubs may wish to seek legal advice should a matter likely go to court.

Appendix: Example Customer Policies & Strategies

Example Inclusion Statement

Club ABC is dedicated to the community of ABCville and committed to reflecting its members and the community in which it operates. Club ABC is dedicated to creating an inclusive club environment through accessibility of premises, inclusive policies and procedures and through our interaction with our members and guests.

Example Inclusive Policy

Statement

Club ABC has a zero tolerance policy to physical and mental bullying, discrimination and harassment. The Club takes complaints about these issues seriously and will thoroughly investigate any matters brought to its attention.

Scope

Club ABC does not condone any behaviour or action of members, temporary or financial, or guests of members that may amount to physical or mental bullying, discrimination, harassment or otherwise.

All reported incidents as such will be thoroughly investigated and if members or guests are found to have acted improperly, they will be subject to disciplinary action and may result in the member being suspended from membership and/or barred from the club premises in accordance with our constitution.

Club ABC considers the following definitions with regard to bullying and harassment. This is not an exhaustive assessment of behaviours and member and guest incidents will be assessed on a case by case basis.

Bullying

Bullying is when people repeatedly and intentionally use words or actions against someone or a group of people to cause distress and risk to their wellbeing.

The sort of repeated behaviour that can be considered bullying includes:

- keeping someone out of a group (online or offline)
- acting in an unpleasant way near or towards someone

-
- giving nasty looks, making rude gestures, calling names, being rude and impolite, and constantly negative teasing
 - spreading rumours or lies, or misrepresenting someone (i.e. using their Facebook account to post messages as if it were them)
 - Harassing someone based on their race, sex, religion, gender or a disability
 - Intentionally and repeatedly hurting someone physically.

Section 5

Guide to Inclusive Employment

5 Guide to Inclusive Employment

5.1 Benefits of inclusive employment

According to the ABS, labour force participation for people living with a declared disability was 54 per cent in 2012, a low figure when compared to the general participation rate of 83 per cent.

All businesses want to employ and maintain a skilled workforce. Clubs should always seek to reflect the values of the community within which it operates and therefore an inclusive and diverse workforce is imperative for success.

There are many benefits to inclusive employment practices these include:

- attracting a wider pool of suitable candidates
- retaining employees with key skills and knowledge
- better understanding of the community in which the club operates
- increased workplace morale
- increased customer loyalty and satisfaction.

It is important to remember that people currently employed at your club may experience a disability in the course of their employment. Having inclusive HR policies in place will assist you in supporting them.

Think of a person with a disability. Now think of a way they would positively contribute to your club through employment.

5.2 Rights and responsibilities

Obligations under the DDA

The DDA protects people living with a disability throughout the entire process of recruitment and employment this includes:

- recruitment processes such as advertising and interviewing
- selection of candidates
- terms and conditions of employment such as pay rates and work hours
- promotion, transfer of employment, training and benefits
- termination of employment.

Under the DDA, employers are required to have inclusive and equitable employment practices. This means that where a person with a disability has the ability to perform the 'inherent requirements' of the job then they should be afforded all the same opportunities to do the job as those who do not have a disability.

Inherent requirements are the ability to perform the functions that are a necessary part of the job and this includes:

- productivity and quality requirements
- the ability to work effectively in the team or other type of work organisation
- the ability to work safely.

5.3 Inclusive Recruitment

Case Study 4: Inclusive clubs is 'just what we do'

Canada Bay Club is a prime example of a club reflecting the community. Rhys is one of the clubs most popular employees, always greeting patrons with a smile. He also happens to be in a wheelchair. After being injured in a car accident, Rhys used to attend the club on a regular basis before CEO Douglas Kirkham offered him a job. Rhys says that the culture of inclusion at Canada Bay means that he has fit right in without any major changes to the Club's infrastructure.

Also loving the culture of inclusion at Canada Bay is Chris, who has an intellectual disability and has been a generalist at the Club for four years. Chris came to the club through a disability employment program straight after high school. What he loves most about his job is how good it makes him feel to be included after being subjected to heavy bullying during his teen years. Since starting at the club, Chris has been able to purchase himself a car and says that Canada Bay is home for him.

Mr Kirkham says that all of his staff are treated the same. There's no charity for Rhys and Chris and they're here to work just like everyone else. Whilst the club has had to make a few concessions in designing the tasks so that they could complete their duties, Rhys and Chris receive no special treatment. Mr Kirkham says that hiring someone with a disability was not a difficult decision, and as a club *"that's what we are here for"*.

The club has had so much success with Chris and Rhys they have now employed two new employees who are deaf or hard of hearing and the entire staff at Canada Bay will now receive AUSLAN training to assist in welcoming the new staff to the team.

Position Descriptions

Position Descriptions should focus on the inherent or essential requirements of the job rather than stipulating the way things should be done.

Listed here are some examples of position descriptions focusing on inherent requirements versus a specific requirement. By focusing on what is needed,

you attract a wider base of candidates some of whom may need to operate a little differently to the norm but can still achieve what is required.

- Focus on the outcome of the task, not how the task is performed
- Consider having an inclusive statement on your job descriptions encouraging people with disability to apply for your positions.

Inherent Requirement	Specific Requirements
Ability to produce high quality correspondence and reports.	Ability to type 60 words per minute.
Ability to communicate effectively with customers.	Good telephone speaking manner.
Ability to work in a fast paced environment.	Be able to carry six plates at a time.
Show a willingness to learn.	Must be able to pick up concepts quickly and competently.

Disclosure of disabilities

There is no legal requirement for an existing or potential employee to disclose their disability unless it is likely to affect their ability to manage the inherent requirements of their position.

- If an employee chooses to disclose their disability to you, you must respect their privacy – failing to protect confidential information in relation to a person's disability may give rise to a discrimination complaint against the club
- When an employee discloses their disability, it is important that questions about their ability to complete the inherent requirements of the job are phrased appropriately to focus on ability, not disability
- Think outside the scope of how the job may have been done previously and focus on how the employee might be able to complete the tasks in their own way
- A common question that may need to be asked of a potential candidate is whether there are any workplace adjustments that need to be made in order to assist them to do their job. In some cases, the employee may not know what can assist them and that help is available.

Disability disclosure benefits everyone; the employee can gain access to important workplace adjustments and the employer better understands the individual needs of the employee.requirements of their position.

If an employee discloses a disability, ask them about what they feel are necessary adjustments.

When should I encourage disclosure?

- **Applications, recruitment and selection**
 - **Pre-employment medicals and other tests**
 - **Job offer**
 - **Induction**
 - **Performance appraisal and career development**
 - **Staff engagement surveys.**
-

- Focus on the outcome of the task, not how the task is performed;
- Consider having an inclusive statement on your job descriptions encouraging people with disability to apply for your positions.

Reasons Employees Share Their Personal Information

- They require an adjustment to their working environment;
- Workplace adjustments and inclusive employment policies are clearly communicated; and
- They trust their managers and co-workers.

Reasons Employees Don't Share Their Personal Information

- Disability does not impact their work;
- Concern that disability is not well understood by manager and/or coworkers;
- Worry they will be seen less favourably by their manager or overlooked for promotion or other development opportunities;
- Unsure why they were being asked/how the information would be used.

Case Study: A supportive environment is key

Kylie has been an employee at the Richmond Club for 15 years. It was early on in her employment there that her eyesight started to deteriorate and she admits it took her some time to disclose her disability to the Club because she didn't want to be seen as a burden.

When she did disclose, she and the club sought the help of a local Disability Employment Service provider, who helped the club and Kylie to continue her employment there.

Now Kylie walks to work with the assistance of her seeing eye dog Lyric, but once she's at work, and with the assistance of a few key workplace adjustments, Kylie is pouring beers for long-time members like a pro.

A supportive environment and an open mind are key and once they knew how to help Kylie, Richmond Club CEO, Kimberley Talbot, says that employing someone with a disability is easy.

Creating inclusive workplace policies

- Workplace policies should be inclusive and non-discriminatory
- Workplaces should have in place clear methods for easily and confidently disclosing disability

-
- Clubs should create expressly inclusive recruitment and workplace policies by providing flexible workplace arrangements, where appropriate
 - Clubs should have a clearly defined code of behaviour for employees which takes a zero tolerance approach to bullying, harassment and discrimination in the workplace
 - Employees should be aware of fair and equitable ways of addressing complaints of bullying and harassment in the workplace
 - Consider establishing an Access and Inclusion Committee within your WHS committee to deal with issues of accessibility and inclusiveness.
-

Review your policies regularly. Are they inclusive and free from discrimination?

Example workplace policies can be found at the end of this section.

Interviewing

- It is important to ask potential candidates if they have any special accessibility requirements that they may have before an interview. Some accessibility requirements include:
 - Holding the interview in an accessible location
 - Considering alternatives to a traditional interview format
 - Organising an AUSLAN interpreter if needed
 - Allowing the candidate to come with a support worker, family member or aide.
- Some candidates may not disclose their disability and are not required to unless it will affect their ability to perform the duties of the role
- By making the recruitment process as accessible as possible, then candidates who do not feel comfortable disclosing their disabilities will still be afforded every opportunity to succeed
- Remember some candidates may not be able to fully express their abilities in a traditional interview format. For example, it has been shown that people with Autism do not generally succeed in interviews due to barriers with communication and confidence. Allowing for this and adjusting interview style can open up the possibilities for inclusive employment and reach beyond the barriers of traditional interviewing style
- You should always ask the same questions of all your candidates however, ensure that your questions always focus on the ability of the potential employee. For example, instead of asking how a person's disability might affect their ability to work, you could ask a question that all candidates can answer such as 'this job has a

Some candidates may not be able to fully express their abilities in a traditional interview format.

very fast-paced environment, how do you think you will cope with that?’

Induction and orientation

- If an employee has declared a disability it is important that you discuss at length with the new employee how they intend to approach the job
- If you have made adjustments, it is advisable to have the employee come in prior to their first day to ensure that everything is accessible as required
- It is important also to ensure the employee knows that they can suggest modifications, where necessary, to ensure their job can be done to the required standard. Help is available to assess what adjustments might be needed
- You should also ensure that anybody who will be interacting with the new employee, including supervisors and other staff, understand the adjustments made in the workplace that may affect their performance. For example do staff need to send emails in larger font or address an employee directly so that they may lip read
- Remember to consider privacy concerns with disability disclosures where appropriate.

Disability Employment Services are useful in the recruitment and ongoing management of people with disability.

5.4 Options for Recruitment

The Best Practice Guidelines above will assist you in recruiting someone with a disability from role vacancy through to performance management. However, there are some services available which can offer a holistic service to assist the club in inclusive employment practice.

Disability Employment Services

Disability Employment Service (DES) providers are recruitment agencies that specialise in the placement and support of people with disabilities in employment.

DES services vary from provider to provider but they will generally:

- assist the potential employee prepare for work, including training in specific job skills
- provide support when they're initially placed into a job, including on the job training and coworker and employer interaction

-
- provide ongoing support in a job as needed
 - assist with determining what vocational training may be required and other employment related assistance
 - assist with access to help with workplace modifications, support services and AUSLAN interpreting in the workplace.

ClubsNSW works with several DES organisations. To find out more about contacting a DES provider, please see *Section 6: What's Next & Further Assistance*.

Jobs in Jeopardy

Max Employment offers a program called Jobs in Jeopardy. This program, funded by the Australian Government, assists employees whose injury, disability or health condition affects their performance at work. The DES work flexibly with the participant, delivering an individual program of assistance that helps your employee retain their employment.

For more information, contact Max Employment on 1800 625 350.

Transition to Work

A number of DES providers, including ClubsNSW partners Barringtons as well as Nova Employment, also offer 'Transition to Work' (TTW) programs. These programs provide training for people with disabilities in key hospitality skills including RSA and RCG requirements. Part of the TTW offering is work experience. This work experience is invaluable to people with disability, as lack of experience is often a major barrier for anyone gaining employment, particularly job seekers with disability. Clubs can get involved in providing work experience for people on TTW programs. This is often a good way to begin getting involved in inclusive employment if the club has little experience otherwise. Many clubs who have elected to be involved in TTW programs often end up offering permanent employment to their trainees after the work experience program finishes.

For more information, contact Nova Employment on 02 8886 5800.

Case Study Six: Transition to work a success for clubs

Transition to Work is a great program for assisting clubs in becoming disability confident recruiters. By partnering with Nova Employment's TTW program, two clubs in Sydney are now reaping the benefits.

Brendan Mimis has been working on the greens at the Lynwood Country Club whilst Adam Jamgotchian is enjoying his work in the bistro at St George Leagues Club. Both have graduated from Nova Employment's TTW program and have now been offered permanent employment at the clubs.

Danny Robinson, General Manager of St George Leagues Club has said the club, the employee and the community benefits from inclusion.

Both clubs agree that employing a person with disability has been a big boost for team morale. Matthew Bailey, Brendan's supervisor from Lynwood Country Club, said that employing a person with disability has made a difference to his team environment.

For the members in our industry already in this space, employing someone living with a disability is a great way for clubs to give back to their community. It's this sense of value and accomplishment that drives an organisation to go beyond their day-to-day operations and strive towards a future that is both inclusive and appreciative of all staff and their talents.

5.5 Managing disability employment in your club**Workplace adjustments**

Sometimes, you may be required to make adjustments to the workplace to allow someone with a disability to perform the inherent requirements of the job. Reasonable or workplace adjustments might mean simply rearranging a work station to allow for more accessibility or installing new software onto computer terminals to assist someone who has low vision to easily read the screen.

If an employee discloses a disability, your club is required to make reasonable adjustments to the workplace unless that adjustment would create an unjustifiable hardship. For more information on unjustifiable hardships, please see Section 2: Guide to Disability Discrimination.

Employee development and retention

One of the goals of the NDIP is to provide broader access to 'meaningful' employment. What is considered meaningful to one person may be different to what is meaningful to another. Succession planning, opportunities to progress

and prospects to increase existing skills as well as learn new ones are a key facet of any job. Once your new employee is settled in it is important to think about their future in the club and where their abilities might take them. This should be a two way conversation with the employee about their goals, and may also involve their carer or support person where necessary.

As with any employment process, on-going training and review are an important part of the retention process. It is important to ensure that any training offered, including training that is offered by a third party, is inclusive and accessible.

Managing employee performance

Regular performance reviews are an important aspect of managing staff. Managers should use performance reviews as opportunities to discuss any issues affecting staff, including changes that may need to be made to make it easier for everyone to do their job. Performance reviews are a good time to discuss these changes both with those that have disclosed disabilities and those that have not.

The circumstances of an employee's performance review should also be made as accessible as possible. This might mean:

- allowing extra time for the review including preparation time;
- ensuring the venue is accessible
- allowing access to support services such as a carer or support worker, interpreter or use of the National Relay Service
- making sure forms and materials are presented in accessible formats and are easy to follow.

Performance reviews are a good opportunity to discuss any issues affecting staff including any adjustments that might need to be made.

Work can very easily be affected by things occurring outside of employment. Where there are performance issues identified, try to assist the employee in determining why they may be occurring as they may be early signs of a non-disclosed disability that can easily be managed. For example, mental health issues may make the employee less patient with colleagues or poor vision may slow an employee down at the till. As an employer you should undertake these performance reviews with a view to fixing these issues, including making adjustments where necessary and providing a space where the employee feels comfortable disclosing their disabilities as needed.

Remember that it is unlawful to discipline an employee for issues arising from a disclosed disability unless reasonable adjustments have been made.

Workplace health and safety considerations

A review by the Australian Safety and Compensation Council in 2007 found that, contrary to popular belief, people with disabilities do not present an increased Workplace Health and Safety (WHS) risk in the workplace. However, when recruiting a person with a disability, it is important to remember that reasonable adjustments may need to be made to ensure you fulfil your obligations to them under WHS legislation.

Some important questions to consider asking include:

- how will an emergency evacuation affect your employees with a disability?
- how do storeroom and work area layouts affect their ability to safely complete their duties?
- are your workplace bullying and harassment policies up to date and are all your employees aware of them?
- how will an irate customer affect your employee if they were to deal with them?

Appendix: Suggested Employment Policies

Example Inclusive Hiring Policy

Statement

Club XYZ recognises the diversity of its workforce and is committed to ensuring that all employees are able to effectively and efficiently use their skills and experience to contribute to the organisation's performance, production and services. This includes the opportunity to participate, without discrimination in both work-related and other activities, conducted within a work context.

Club XYZ endeavours to establish and maintain an effective system to promote an inclusive workplace, encouraging employees to disclose known disabilities and enact workplace adjustments where appropriate. This system is intended to encompass recruitment practices, workplace adjustments and equity training for Club XYZ employees.

Scope

Where possible, Club XYZ will undertake to identify and resolve potential barriers to the recruitment and employment of people with disability within the organisation. Club XYZ will also review the possible effects of any corporate actions on candidates or employees with disability, before deciding on, or implementing these actions.

Further, it will review existing policies and procedures to, as far as is practicable, identify and remove any unintended discriminatory elements. This may involve permanent or ongoing changes to facilities, practices, policies and procedures.

Club XYZ will endeavour to provide, in a timely and effective way and as far as is reasonably practicable, adjustments specific to an individual's needs.

This could include, but is not limited to:

- *Workplace access and adjustments:* changes to work area design and means of access to the workplace and all facilities, modifications to technology and equipment
- *Hiring practices:* changes to the procedures used for testing, selection, learning and development training, promotion and termination
- *Work procedure adjustments:* modifications to the specific requirements of a particular job, restructuring of duties, modifications to working hours, adoption of flexible work practices, flexible hours and leave options
- *Provision of specific services, facilities, aids or equipment:* including the provision of interpreters, particular equipment, attendant service, or assistance with particular aspects of a job

- *Reassignment of an individual employee:* a change of position or the reassignment of specific tasks to another position.

Club XYZ recognises that the need for adjustments may arise during the employment selection process, at the commencement of employment or at some time after employment has commenced.

Example Behavioural Policy

Statement

Club XYZ take a zero tolerance approach to bullying and harassment of any kind. Employees are expected to act with the utmost integrity and failure to do so may result in disciplinary action.

Employees are encouraged to have open and confidential conversations with their managers and supervisors if they feel they are the subject of any such incidents.

Scope

Club XYZ does not condone any behaviour or action between staff members that may amount to bullying, harassment or otherwise.

All reported incidents as such will be thoroughly investigated and if employees are found to have acted improperly, they will be subject to disciplinary action. Severe incidents of bullying, discrimination or harassment may result in instant dismissal.

Bullying

A worker is bullied at work if:

- A person or group of people repeatedly act unreasonably towards them or a group of workers;
- The behaviour creates a risk to health and safety.

Unreasonable behaviour includes victimising, humiliating, intimidating or threatening. Whether a behaviour is unreasonable can depend on whether a reasonable person might see the behaviour as unreasonable in the circumstances.

Examples of bullying include:

- behaving aggressively
- teasing or practical jokes
- pressuring someone to behave inappropriately
- excluding someone from work-related events
- unreasonable work demands.

Discrimination

Discrimination happens when there's 'adverse action', because of a person's characteristics like their race, religion or sex.

Section 6

What's Next & Further Assistance

6 What's Next & Further Assistance

ClubsNSW is committed to an inclusive club industry and making everyone part of the club. By utilising this Guide, you will see practical ways to improve the inclusiveness of your club in the short term and the long term.

Here are some suggestions about ways clubs can get started on their journey to inclusiveness:

- Create an Inclusion Statement declaring your clubs commitment to inclusive leadership in the community, for your members and through employment (*Section 4: Guide to Inclusive Customer Services*)
- Use this Guide to determine how inclusive your club is and areas where you can improve in the short-term and make a plan for the long-term (*Section 3: Guide to Physical Accessibility*)
- Consider creating an access and inclusion committee either as a subcommittee of your board or through your WHS committee
- Speak with your employees, members and their guests about disability and how they see an inclusive community
- Review your employment practices to make to remove barriers for people with disability from applying for work at your club (*Section 5: Guide to Inclusive Employment*)
- Speak to a DES provider or get involved in a Transition To Work provider (*Section 5: Guide to Inclusive Employment*)
- Speak to your community to see if there are any disability groups who may benefit from the support of your club
- Create a Disability Action Plan to create goals towards a more inclusive club environment
- Share your stories with ClubsNSW and the community!

However you choose to get involved, ClubsNSW is here to help!

ClubsNSW has partnered with the FACS and AND to provide high-level assistance to clubs looking to create a more accessible environment.

Contact the ClubsNSW Member Enquiries Centre at any time to talk about how your club can be more inclusive.

ClubsNSW Member Enquiries Centre

1300 730 001

enquiries@clubsnsw.com.au

Disability Support Services

Australian Network on Disability 1300 363 645 | www.and.org.au

The Australian Network on Disability is a member based not-for-profit network which assists organisations to develop the behaviours, attitudes, systems and knowledge to successfully engage with people with disability as employees, customers and stakeholders.

Media Access Australia 02 9212 6242 | www.mediaaccess.org.au

Media Access Australia is an independent not-for-profit organisation which assists organisations to increase web and digital access to media for people with a disability.

National Relay Service 1800 555 660 (voice users) | www.relayservice.gov.au

The National Relay Service enables people who are unable to communicate by speaking due to deafness, hearing loss or a speech impediment.

Sign Language Communications 1300 123 752 | www.slcommunications.com.au

Sign Language Communications provides AUSLAN interpreters at a cost.

Disability Organisations

The organisations listed below specialise in a variety of disabilities and are a good point of contact for information about assisting members, guests or staff with specific disabilities.

Disability Type	Organisation	Contact Details
ADHD	ADDults with ADHD NSW	02 9889 5977 www.adultadhd.org.au
Alzheimer's and Dementia	Alzheimer's Australia	1800 100 500 www.nsw.fightdementia.org.au
Autism	Autism Spectrum Australia	1800 277 328 www.autismspectrum.org.au
Deafness and Hard of Hearing	Deafness Society of NSW	info@deafsociety.com www.deafsocietynsw.org.au

Down syndrome	Down Syndrome NSW	02 9841 4444 www.downsyndromensw.org.au
Epilepsy	Epilepsy Australia	1300 852 853 www.epilepsyaustralia.net
Learning Difficulties	Specific Learning Difficulties NSW	02 9739 6277 www.speldnsw.org.au
Low Vision and Blindness	Vision Australia	1300 847 466 www.visionaustralia.org.au
Mental Health (Employees)	Heads Up!	www.headsup.org.au
Mental Health (Individuals)	Beyond Blue	1300 224 636 www.beyondblue.org.au
Spinal Cord Injuries (Paraplegia and Quadriplegia)	Spinal Cord Injuries Australia	02 9661 8855 www.scia.org.au

Employment Accessibility

Job Access

1800 464 800 | www.jobaccess.gov.au

Job Access is the Australian Government disability employment advisory service. There are a number of resources for potential employees, employers, co-workers and support staff. *Job Access* provides the following services:

Employment Assistance Fund

The Employment Assistance Fund is given to individuals to assist them in being placed into work where workplace adjustments and services might be necessary. This might include physical modifications, adaptive equipment, interpreting services and disability training and assessment.

Workplace Assessments

Job Access provides free workplace assessments to assist new employees in determining what modifications might need to be made so they can work productively.

Supported Wage System

The Supported Wage System is a process that allows employers to pay productivity based wages to people whose work productivity is significantly reduced as a result of the effects of disability. Through the Supported Wage System, the Australian Government funds approved assessors to determine a worker's productivity, with the resultant wage being paid by the employer.

Disability Employment Services (DES)

ClubsNSW has a relationship with a number of DES providers. For more information on DES please visit www.humanservices.gov.au/customer/services/centrelink/disability-employment-services

Barringtons
02 9899 0600 | www.barringtongroup.com.au

Nova Employment
02 8886 5800 | www.novaemployment.com.au

MAX Employment
Erin Carey
0438 029 377 | www.maxsolutions.com.au

Job Support
02 9413 1633 | www.jobsupport.org.au

Discrimination

NSW Anti-Discrimination Board
02 9268 5544 |
www.antidiscrimination.justice.nsw.gov.au

The NSW Anti-Discrimination Board is a statutory body run through the Department of Justice in NSW. They provide advice on Discrimination legislation and provide conciliation for complaints around discrimination.

Australian Human Rights Commission
02 9284 9600 |
www.humanrights.gov.au/our-work/disability-rights

The Australian Human Rights Commission is a federal independent statutory body which seeks to resolve discrimination and human rights complaints through conciliation.

Disability A-Z

This Guide is designed to give a very brief introduction to a number of common disabilities. It is abridged from the Australian Governments Job Access resources which can be found at www.JobAccess.com.au.

A

Acquired Brain Injury

Acquired Brain Injury or Head Injury are terms used to describe all types of brain injury occurring after birth. Acquired Brain Injury affects each person differently, depending on which part of the brain has been affected and the amount of damage sustained. Impairments can be temporary or permanent and result in physical or cognitive symptoms or a combination of both. Acquired Brain Injury should not be confused with intellectual disability. Symptoms of Acquired Brain Injury include tiredness, irritability and drowsiness. Functions associated with thought and learning, as well as with coordinated movement, may deteriorate.

Alzheimer's Disease

Alzheimer's disease is a progressive, degenerative illness that attacks the brain, causing brain cells to gradually die. As Alzheimer's disease affects each area of the brain, certain functions or abilities are lost. Symptoms include memory loss, confusion about time and place, problems with language, difficulty concentrating, misplacing things and poor or decreased judgement.

Arthritis

Arthritis is a general term for more than 100 medical conditions that affect the body, most specifically the joints causing pain and inflammation. Arthritis-related conditions cause symptoms including pain, stiffness, swelling and damage to the joints. This can result in joint weakness and instability that can interfere with tasks such as walking, driving a car, using a pen or independently managing self-care activities.

Asperger's Syndrome

Asperger's syndrome is an autism spectrum disorder and, as such, people with Asperger's syndrome display behaviours and experience similar difficulties to people with autism. It is often considered to be a high-functioning form of autism and people with Asperger's may also have exceptional skill or talent in a specific area. As a result, people with Asperger's syndrome are often viewed as

eccentric or odd, which can have an effect on personal relationships, as well as employment.

People with Asperger's syndrome have difficulties with social skills, transitions or changes and prefer sameness. They often have obsessive routines and may be preoccupied with a particular subject of interest.

Autism

Autism is a developmental disability usually appearing during the first three years of life. It essentially affects the way information is taken in and stored in the brain. Because varying factors are thought to contribute to autism, people display varying degrees of impairment.

People with autism typically have difficulties in verbal and non-verbal communication, social interactions and other activities.

Attention Deficit Hyperactivity Disorder

Attention Deficit Hyperactivity Disorder (ADHD) (also known as ADD) is a specific learning disability that develops at childhood and may continue into adult life. As its name suggests, people with ADHD will often have difficulty remaining attentive, or may be hyperactive or impulsive. Symptoms include difficulty sustaining attention, easily becoming frustrated, not seeming to listen when spoken to and difficulty organising tasks and activities.

B

Bipolar Disorder

Bipolar Disorder, previously referred to as manic depression, is a diagnosis defined by periods of extreme and often inappropriate mood states. People may experience severe depression on some occasions and extreme mania (positive mood, high energy and unusual thought patterns) during others. Manic periods have also been associated with high productivity in the workplace and increased creativity.

C

Cerebral Palsy

Cerebral Palsy is a physical condition affecting movement. It is a permanent, non progressive condition that can range in severity from mild to severe. The

muscles and limbs of a person with cerebral palsy are not damaged, however the passages relaying information from the brain to the muscles are. The damage to the brain either occurs prior to, during or soon after birth. This can result in muscle tightness, low muscle tone, poor coordination or a combination of these.

Cognitive Impairment

Cognitive Impairment is a broad term to describe a wide variety of impaired brain functions relating to the ability of a person to concentrate, formulate ideas, problem solve, react to emotions, remember, reason and think. There can be a wide range of severity in impairment from mild through to severe.

Cystic Fibrosis

Cystic Fibrosis is a genetic condition affecting predominantly the lungs and pancreas by blocking them with thick mucus. It can impact on lung function and food absorption potentially resulting in malnutrition and other complications. Mature aged people with cystic fibrosis can also develop osteoporosis, reduced liver function and diabetes due to deficient insulin production as a result of food absorption problems.

D

Deafblind

Deafblindness, also referred to as 'dual sensory loss', is a condition where a person has both hearing and vision loss. Deafblindness affects people of all ages in different ways, and no two people who are deafblind are the same. Many people will not be completely deaf or completely blind, but will have some remaining use of one or both senses. Others may also have additional physical or learning disabilities.

Deafness and Hearing Loss

Hearing loss and deafness can range from mild to profound. Deafness can be caused by injury, disease or genetics. Exposure to noise is the most common cause of deafness acquired after birth.

Down Syndrome

Down syndrome is a relatively common genetic condition identified at birth or shortly afterwards. Down syndrome results in mild to moderate intellectual disability, along with characteristic physical features. Most adults with Down

syndrome can lead healthy, active lives and many are capable of pursuing vocational goals.

Dyslexia

Dyslexia is a type of specific learning disability where a person demonstrates difficulty with spelling, word recognition, reading and written comprehension. People with dyslexia have difficulty with learning an association between a written letter or word, and the sounds required to say them.

Dyslexia is not linked to lower intellectual functioning and people with dyslexia often demonstrate better than average spatial skills. Dyslexia also has varying degrees of severity.

E

Epilepsy

Epilepsy is a neurological condition, which affects the nervous system. Epilepsy is also known as a seizure disorder.

A seizure is usually defined as a sudden alteration of behaviour due to a temporary change in the electrical functioning of the brain, in particular the outside rim of the brain called the cortex. Seizures are not a disease in themselves. Instead, they are a symptom of many different disorders that can affect the brain. Some seizures can hardly be noticed, while others have an enormous impact on functioning.

Epilepsy is often a result of an underlying brain disease.

G

Generalised Anxiety Disorder

The major characteristic of Generalised Anxiety Disorder is overwhelming, unfounded, uncontrolled anxiety and worry about things that may go wrong or a person's inability to cope. People may worry excessively about issues relating to health, family or money for little apparent reason.

Given the overwhelming and all-consuming nature of the disorder, generalised anxiety disorder can have a severe impact on all aspects of a person's life, including employment. The disorder can persist for years.

I

Intellectual Disabilities

Intellectual disability can be defined as a significantly reduced ability to understand new or complex information, learn new skills and/or cope independently including social functioning.

Intellectual disability is usually identified during childhood, before 18 years of age and has a lasting effect on development throughout a person's life. Intellectual disability affects some people more than others. Approximately 75 per cent of people with intellectual disability are only mildly affected, with 25 per cent moderately, severely or profoundly affected.

M

Motor Neurone Disease

Motor Neurone Disease is a neurological disease affecting the motor neurones in the brain and spinal cord. With motor neurone disease, the neurones that control the muscles which enable us to move, speak, breathe and swallow, fail to work normally. With no nerves activating them, the muscles gradually weaken and waste away. The pattern of muscle weakness experienced by people depends on the particular form of the disease.

Multiple Sclerosis

Multiple sclerosis or MS is a chronic, long term disease in which the myelin or protective coating of the nerves within the brain and spinal cord, break down and leads to scarring. This scarring can interrupt the messages sent from the brain, potentially creating impaired motor, sensory and cognitive deficits to varying degrees. The location and extent of myelin breakdown varies with each person.

O

Obsessive Compulsive Disorder

Obsessive Compulsive Disorder (OCD) is an anxiety disorder characterised by recurring intrusive and unwanted thoughts, images, or impulses (obsessions) and repetitive behavioural and mental rituals (compulsions). Compulsive behaviours or rituals are often performed in the hope of preventing obsessive thoughts or making them go away. Performing these compulsions provides only

temporary relief, and not performing them markedly increases anxiety. People with OCD are usually aware that their symptoms are irrational and excessive, but they find the obsessions uncontrollable and the compulsions difficult or impossible to resist.

P

Paraplegia

Paraplegia is the partial or complete paralysis of the lower portion of the body, including the legs and, in many cases, some or all of the trunk due to spinal cord damage.

Parkinson's Disease

Parkinson's disease is a progressive and degenerative disease of the brain which affects the control a person has over the way they move. The disease affects the nerve cells within a certain section of the brain, resulting in the lack of a chemical messenger called dopamine. Dopamine is required for the body to move in a smooth, controlled manner.

Post-Traumatic Stress Disorder

Post-Traumatic Stress Disorder (PTSD) can occur after a distressing or catastrophic event. This event may involve threatened death/serious injury, or witnessing of such an event. Post-traumatic stress disorder can persist for years following the initial event.

The disorder causes avoidance behaviour. This can include persistent avoidance of stimuli associated with the event; emotional numbing, which may continue for months or years; or reduced interest in other people and the outside world.

Q

Quadriplegia

Quadriplegia is the partial or complete paralysis of the upper and lower portions of the body, including the legs, trunk, arms and hands due to spinal cord damage.

S

Schizophrenia

The term schizophrenia means 'fractured mind' and refers to changes in mental function where thoughts and perceptions become disordered, for example, a break from reality. Schizophrenia has nothing to do with 'split personality'. About 20 to 30 per cent of people with schizophrenia experience only a few brief episodes. For others, it is a chronic condition.

Spinal Cord Injury

A spinal cord injury refers to any trauma which results in damage to the spinal cord. The type of symptoms produced will vary according to the severity of the damage and the location along the spinal cord. Damage to the spinal cord may result in loss or reduction of muscle movement and strength, and or loss or reduction of sensation (an ability to feel touch, pressure, pain, temperature, etc) on the skin surface.

Stroke

A stroke occurs due to a disruption of the blood within a blood vessel that carries oxygen and nutrients to the brain, due to either a blockage such as a blood clot or the blood vessel rupturing causing a bleed. The corresponding area in the brain that the blood vessel transports the oxygen and nutrients to is subsequently affected. This can lead to death or impairment in any or all bodily functions including vision, movement of body parts, communication, planning and swallowing.

Acknowledgements

ClubsNSW would like to acknowledge the assistance of the following individuals and organisations in creating this Guide:

- NSW Department of Family and Community Services
- The Australian Network on Disability
- Sean Willenberg – NSW Business Chamber
- Murray Elbourne and Matt Dunstan – Sport NSW
- Media Access Australia
- Mark Tonga – Disability Council of Australia
- Nova Employment
- MAX Employment
- Barringtons
- Castle Hill RSL Group
- St George Leagues Club
- Canada Bay RSL
- Job Support
- Macksville Ex-Services Club
- The Richmond Club
- Royal Prince Alfred Yacht Club
- And all other clubs who have contributed their stories to the Inclusive Club Industry Project.

ClubsNSW is proud to be a silver member of the Australian Network on Disability.

ClubsNSW acknowledges the support of Family and Community Services in promoting Disability Inclusion in NSW.



© 2016 CLUBS NSW

The Registered Clubs Association of New South Wales
ABN 61 724 302 100
Level 8, 51 Drutt Street Sydney NSW 2000
P 02 9268 3000 F 02 9268 3066
Member Enquiries Centre 1300 730 001

www.clubsnsw.com.au

