



Disability Access and Inclusion Plan (DAIP)

2024 - 2028

*"There is no greater disability in society than the inability to see a person as more."
Robert M. Hensel*

Workforce & Organisational Development

May 2024

Our vision: Great services, valued partner, healthy Western Australians

Document control and approval

Version	Date	Author	Comments	File Ref
0.01	12.2.2024	Nicole Jenkins	Initial review	
0.02	01.5.2024	Nicole Jenkins	Updated with feedback from stakeholder consultations	
0.03	13.5.2024	Nicole Jenkins	Draft to Manager Organisational Development for review	
0.04	15.5.2024	Nicole Jenkins	Final to A/HR&C Director for endorsement	
0.05	17.5.2024	Nicole Jenkins	Final to A/ED Workforce & Org Development	
0.05	31.05.24	Nicole Jenkins	Endorsement by HSS Executive Committee	

Acknowledgement of Country

Health Support Services acknowledges the traditional custodians throughout Western Australia and their continuing connection to the land, waters, and community. We pay our respects to all members of Aboriginal communities and their cultures and acknowledge the wisdom of Elders both past and present.

Table of Contents

1. Introduction	3
The Social Model of Disability	3
Definition of Disability	4
Background and Context	5
Research and Consultation	5
2. Previous Achievements	6
3. Plan Overview	6
4. Targets and Measurements	7
5. DAIP Outcomes and Activities	8
Outcome 1: Services and Events	8
Outcome 2: Buildings and Facilities	9
Outcome 3: Information	10
Outcome 4: Service Quality	11
Outcome 5: Complaints	12
Outcome 6: Consultation	12
Outcome 7: Employment	13

1. Introduction

Health Support Services (HSS) is committed to enhancing its culture and creating an inclusive workplace where all HSS employees can come to work as their authentic selves, are valued, respected and contribute towards building a modern, responsive shared services organisation.

In Australia, one in five people live with a disability. Not all disabilities are visible – some, such as mental illness and chronic pain, are not easily observable, but no less important. Acknowledging the presence and validity of disability is key to making real change happen in and outside the workplace.

At HSS, we each have a role in effecting this change by ensuring people with any disability feel safe, included, supported, and accepted. People with disability make a significant contribution to the Australian workforce and we recognise that their talents and experiences can help influence and drive improvements to the services we provide.

This Disability Access and Inclusion Plan (DAIP) 2024-28 sets out HSS' commitment to ensure equal access, opportunity and inclusion for people with disability across seven key outcome areas:

- Services and events;
- Buildings and facilities;
- Information;
- Service quality;
- Complaints;
- Consultation; and
- Employment.

The DAIP is embedded under our 2023-26 Diversity and Inclusion Strategy, which forms part of the HSS Strategic Plan 2022-24. As this DAIP will outlive our current organisational strategies, the DAIP will be continually reviewed and updated to maintain alignment with HSS direction and priorities.

The Social Model of Disability

HSS is proud to adopt the social model of disability. The social model of disability is an important way of perceiving inequality because it views disability as stemming from communities, services and spaces that are not accessible or inclusive. In the social model of disability, it is society that places limits on a person, not their disability¹. It supports the view that people with disability have a right to be fully participating members of society on an equal basis with others.

Figure 1 below displays a pictorial of the factors that contribute to a disabling world. Removing these barriers gives people with disability more independence, choice and control.

¹ Australian Federation of Disability Organisations 2021, [Social model of disability](#), viewed 13 May 2024.

Figure 1: Social Model of Disability



Definition of Disability

As defined by the [Disability Discrimination Act 1992](#) disability can include:

- Total or partial loss of a person's bodily or mental functions;
- Total or partial loss of a part of the body;
- The presence in the body of organisms causing disease or illness;
- The presence in the body of organisms capable of causing disease or illness;
- The malfunction, malformation, or disfigurement of a part of a person's body;
- A disorder or malfunction that results in a person learning differently from a person without the disorder or malfunction; and
- A disorder, illness or disease that affects a person's thought processes, perception of reality, emotions, or judgement, or that results in disturbed behaviour.

People may have more than one disability and people with disability may experience additional disadvantage in relation to intersectional factors, including but not limited to race, culture, gender, sexuality, gender identity, remote living location and age.

Background and Context

In Western Australia, there are around 411,500 people with disability². A Western Australia for Everyone: [State Disability Strategy 2020-2030](#) (the Strategy) sets the foundation for building a more inclusive Western Australia (WA), empowering people with disability to participate meaningfully in all parts of society and to have the resources to do so. The Strategy is WA's commitment to promote transformative change including equitable opportunities and outcomes in all areas of life.

In alignment with this, the WA Public Sector Commission's (PSC) '[Workforce Diversification and Inclusion Strategy 2020-25](#)' notes the positive impact workforce diversity and inclusion has on achieving greater employee satisfaction, achieving better customer service outcomes, improved decision making, innovation and performance. Their accompanying action plan for people with disability reinforces this sentiment, and places priority commitment on achieving a 5% workforce target of people with disability by the end of 2025.

Increasing participation of people with disability is equally a priority for HSS. As an internal service provider to the broader WA Health system, our aim is to ensure our HSS workforce represents the community we serve and position us as a disability-confident employer. Complementing this priority is our commitment to ensuring our workplace is inclusive and psychologically safe. Many actions within this DAIP therefore have linkages to existing culture and engagement work underway.

Research and Consultation

Development of the 2024-28 DAIP was informed by evidence-based best practice for improving Disability Access and Inclusion and workforce plans from other WA Public Sector Agencies, including the Public Sector Commission, Northern Metropolitan Health Service, WA Department of Health and Department of Primary Industries and Regional Development.

In addition, we worked with our employees who have disability access and inclusion knowledge through lived experiences and/or who have this knowledge in their professional capacity. These individuals were representatives from:

- HSS HR & Capability;
- HSS Finance and Operations;
- HSS Communications;
- HSS Customer Experience;
- Employee Reference Group (all HSS Business Units); and
- Focus group attendees (an open invite to all employees, with participation from W&OD, OCE, ICT, CX, T&S, F&O).

² A Western Australia for Everyone: [State Disability Strategy 2020-2030 \(www.wa.gov.au\)](#), viewed 13 May 2024

2. Previous Achievements

Since the launch of HSS' first Diversity and Inclusion Strategy 2019-22 and our inaugural Disability Access and Inclusion Plan 2019-22, we have been on a journey to ensure access and inclusion for people with disability and build a psychologically safe workplace.

HSS has made the following achievements in relation to disability, access, and inclusion:

Awareness, Education and Support

- Promotion of disability days of significance, including bios of HSS employees with disabilities.
- A contemporary upgrade to our Corporate and Customer Hubs, including specific guidance material on how to prepare content in an accessible and inclusive manner.
- A dedicated intranet presence containing disability resources and support material for employees and leaders.
- Face to face training for leaders and recruitment experts to increase their understanding of disability and Equal Employment Opportunity (EEO) legislation, unconscious bias, accessible interviewing and workplace adjustments.
- HR encouraging conversations about workplace adjustments (resulting in increasing numbers of employees coming forward).
- Webinar series that includes sessions on mental health awareness.

Employment

- Updating job advertisements to encourage people from diverse backgrounds to apply.
- Promotion of the Commissioners Instruction #39 and the opportunity to employ people with disability into the workforce.
- Creation of an internal HR contact to manage individual requests about workplace adjustments.
- Reconnection with Disability Service Providers to establish potential pathways for candidates into HSS vacancies.
- Implementation of flexible work arrangements, plus successful engagements with Job Access to facilitate the purchase of accessible technology and alternative workplace equipment.

3. Plan Overview

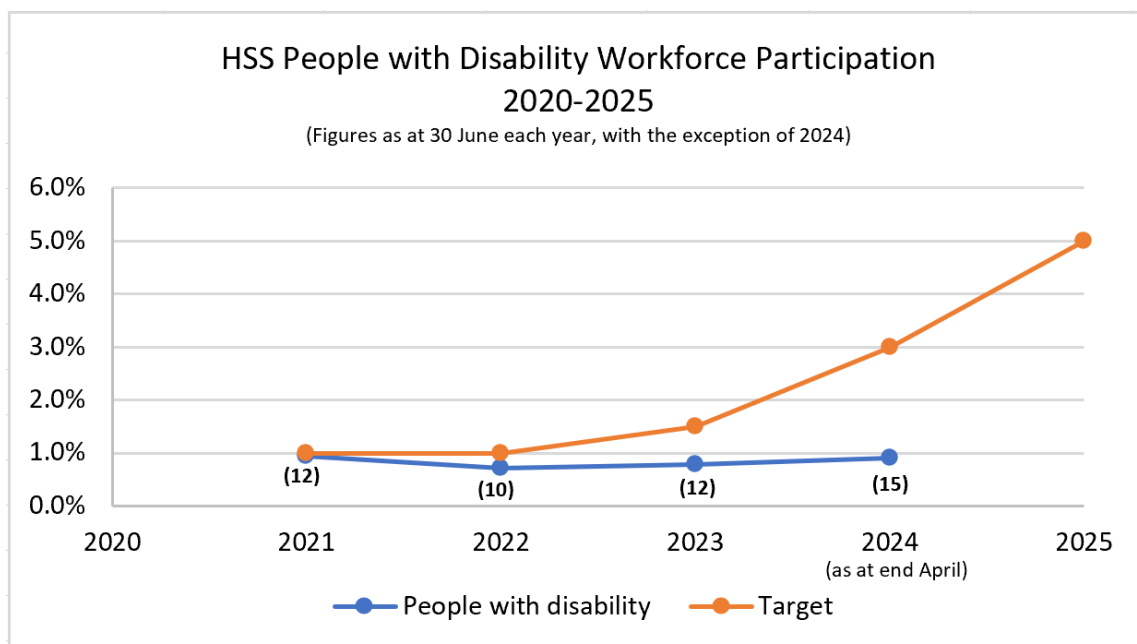
The actions within this plan progress us on our journey from the previous DAIP 2019-22. The seven key outcome areas are as follows:

1. **Services and Events:** People with disability have the same opportunities as other people to access HSS services and events;
2. **Buildings and Facilities:** People with disability have the same opportunities as other people to access HSS buildings and facilities;
3. **Information:** People with disability receive information from HSS in formats that enable them to access the information as readily as other people;

4. **Service Quality:** People with disability receive the same level and quality of service from HSS employees as other people;
5. **Complaints:** People with disability have the same opportunities as others to provide feedback and make complaints to HSS;
6. **Consultation:** People with disability have the same opportunities as other people to participate in decision making and consultation processes within HSS; and
7. **Employment:** People with disability have the same opportunities as other people to obtain and maintain employment with HSS.

4. Targets and Measurements

At the end of April 2024, HSS had 15 employees who identified as having a disability. This represents 0.91% of HSS' total workforce. Despite HSS having more people who have disclosed their disability status in 2024 vs 2021, our workforce percentage has remained the same because we have a larger workforce. Using the April 2024 headcount of 1641, HSS would need another 67 people to disclose their disability status to meet the WA Public Sector Commissions aspirational target of 5% by end 2025.



The following data will be tracked to monitor progress towards our target. It will also inform progress on the actions in this plan to ensure ongoing relevance and determine if any adjustments are required:

- Monthly tracking of employee disclosure of disability in our internal systems;
- Feedback from current workforce with disability on their experiences at work;
- Number of people with disability (disclosed) participating in culture and engagement surveys;
- Increase engagement survey scores on questions related to individuals feeling respected, connected, progressing and contributing (as per 2023 YViH employee engagements survey and specifically referenced in the 2023-26 D&I Strategy); and
- Exit survey feedback from employees with disability .

5. DAIP Outcomes and Activities

Outcome 1: Services and Events

People with disability have the same opportunities as other people to access HSS services and events.

	Action	Led by	Measure of success	By when
1.1	Events are planned and delivered in such a way that are inclusive, accessible, and responsive to individual, customer and stakeholder needs			
1.1.1	Develop and promote best practice event accessibility guidelines and checklist for online/face-to-face events and training.	HSS HR & Capability and HSS Communications	Guidelines and checklist developed and on Hub. Best practice accessibility integrated into internal training programs, induction sessions and Welcome to HSS new starter handbook.	Feb 2025
1.1.2	Events and training include accessibility considerations.	HSS HR & Capability Event and training coordinators	Training evaluations include a question on accessibility, with 80% of feedback received noting a positive response.	Ongoing
1.2	Ensure meetings take full advantage of the technology and support available to enable access by all			
1.2.1	Build awareness of HSS meeting room accessibility through updated signage and internal promotions.	HSS Facilities (HSS Communications can assist with promotion)	Meeting room information is updated, integrated into online booking system and all rooms and promoted accordingly.	Nov 2024

Outcome 2: Buildings and Facilities

People with disability have the same opportunities as other people to access HSS buildings and facilities.

	Action	Led by	Measure of success	By when
2.1	Ensure, as much as possible, HSS buildings and facilities are physically accessible and maintained to enable ease of access, orientation, mobility and safety for people with disability			
2.1.1	Undertake a self-assessment of current building accessibility (across all 4 HSS sites) and make recommendations to the respective building owners on changes to be implemented.	HSS Facilities	Self-assessment complete and recommendations provided.	Nov 2024
2.1.2	Integrate consideration of access requirements for all work sites that HSS employees are deployed too as part of WHS site assessments.	HSS HR & Capability (WHS)	Approach integrated with WHS site assessments.	Oct 2024
2.1.3	Accessibility provisions are included as part of the new building occupancy criteria and confirmed prior to staff relocation to ensure the building is inclusive and fit for purpose.	HSS Facilities	Confirmed by Facilities prior to occupancy.	June 2025
2.2	Build awareness of the accessibility of HSS buildings and facilities, including internal process for workplace adjustments			
2.2.1	Develop accessibility guidelines for all locations (including how to access to our buildings, accessible parking, toilets etc..) and promote through existing communication channels.	HSS Facilities (HSS Communications assist with promotion)	Guidelines developed and integrated onto hub, website, recruitment, and onboarding materials.	Jan 2025
2.2.2	Contemporise and formalise the HSS workplace adjustments procedures and educate employees and leaders on their role.	HSS HR & Capability (WHS/HR) in consultation with HSS Facilities (HSS Communications can assist with promotion)	Process reviewed. Revisions made, roles clarified, flow chart and timelines established and promoted.	Dec 2024 Jan 2025

Outcome 3: Information

People with disability receive information from HSS in formats that enable them to access the information as readily as other people.

	Action	Led by	Measure of success	By when
3.1	Maintain HSS website and SharePoint accessibility in accordance with the WA Govt Digital Services Policy and Standards			
3.1.1	Implement the Recite Me accessible toolbar onto internal SharePoint hub page and external internet page.	HSS HR & Capability (with support from ICT and Communications)	Recite Me accessible toolbar in place.	Aug 2024
3.1.2	Audit the HSS website and SharePoint hubs to check content is presented in accordance with the WA Govt Digital Services Policy and Standards.	HSS Communications	1 x audit of 4 hub content pages every 6 months.	Ongoing
3.1.3	Review and contemporise writing guidelines to strengthen awareness about how to write accessible content.	HSS Communications	Guidelines integrated into the Hub Content Author training and promoted.	Jun 2025
3.2	Provide materials in alternative formats on request			
3.2.1	Develop and promote examples of what 'alternative formats' could be and how to change documents appropriately.	HSS Communications	Published and promoted through existing channels.	Oct 2024
3.2.2	Develop and promote the process to request and receive documents in alternative formats.	HSS Communications	Process developed. Published and promoted to ELT, in Yarning and Leaders Bulletins.	Nov 2024 Ongoing

Outcome 4: Service Quality

People with disability receive the same level and quality of service from HSS employees as other people.

	Action	Led by	Measure of success	By when
4.1	Improve staff understanding of disability, access and inclusion			
4.1.1	Develop a communication series that builds employee and leader awareness on disability, access and inclusion.	HSS Communications (with support from HSS HR & Capability)	Increased awareness of staff understanding of disability, access, and inclusion through annual survey.	Ongoing
4.1.2	Encourage completion of the DoH Equity, Diversity and Inclusion training modules for all HSS employees through existing avenues.	All Business Units	By 30/6/2025, a 5% completion increase from baseline (as of 30 June 2024).	Ongoing
4.1.3	Business units consider the objectives of the DAIP during the development and review of HSS strategic business planning, SLAs and other relevant plans and strategies.	All Business Units		Ongoing
4.2	Ensure HSS policies, practices are inclusive, equitable and address the needs of people with disability			
4.2.1	As HR policies and procedures are up for review, updates are to ensure they are inclusive, equitable and address the diverse needs of our employees.	HR & Capability in consultation with all reference groups	Review undertaken and recommendations identified.	Dec 2028

Outcome 5: Complaints

People with disability have the same opportunities as others to provide feedback and make complaints to HSS.

	Action	Led by	Measure of success	By when
5.1	Feedback pathways are accessible to people with disability			
5.1.1	Review our current internal feedback pathways to ensure they are accessible to people with disability.	HSS HR & Capability	Different pathways are available and promoted.	Jun 2025

Outcome 6: Consultation

People with disability have the same opportunities as other people to participate in decision making and consultation processes within HSS.

	Action	Led by	Measure of success	By when
6.1	Ensure representation or advocacy of people with disability in decision making			
6.1.1	Establishment of a Disability Reference Group to ensure representation in decision making, to contribute to implementation of DAIP actions and provide peer support to people with disability.	HSS HR & Capability HSS Communications All BUs that need to formally consult with employees	Disability Reference Group established.	Sept 2024
6.2	Ensure consultation methods are accessible, inclusive and can meet the needs of people with disability			
6.2.1	Business Unit consultation processes are available in alternative formats, recorded, transcribed or full meeting minutes and actions developed and distributed accordingly.	Consultation Lead within each BU/Function	Communications are available in different formats.	Ongoing

Outcome 7: Employment

People with disability have the same opportunities as other people to obtain and maintain employment with HSS.

	Action	Led by	Measure of success	By when
7.1	HSS attraction processes and practices improve the opportunities for people with disability			
7.1.1	Provide accessibility information to all applicants during the recruitment process.	HSS HR & Capability (with support from Employee Services)	Information pack created and attached to all HSS adverts, uploaded onto HSS external website and internal ES recruitment hub.	Feb 2025
7.1.2	Seek Executive endorsement to have Section 66 of the EEO Act (lawful advertising and targeting a position(s) for a person with disability) placed on all advertised Tier 6 roles.	HSS HR & Capability	Executive endorsement provided.	Jun 2025
7.1.3	Identify a list of disability employment agencies or networks to improve outreach and engagement with potential candidates with disabilities, including how a manager or employee can engage with the service.	HSS HR & Capability	<p>Employment agencies info page added onto disability hub page.</p> <p>Increasing number of candidates sourced through partnership channels.</p> <p>Feedback from disability service providers on how HSS is perceived by their customers as an inclusive employer.</p>	<p>Dec 2024</p> <p>Ongoing</p> <p>Ongoing</p>

	Action	Led by	Measure of success	By when
7.2	HSS selection processes and practices improve opportunities for people with disability			
7.2.1	Survey a cross section of panel chairs from the past six months to understand their experiences and support required to improve employment opportunities for people with disability.	HSS HR & Capability	Interviews or Focus Groups commence.	Nov 2024
7.2.2	Update internal Recruitment Panel Essentials training for panel Chairs/hiring managers to understand HSS diversity strategies, inclusive selection practices, workplace adjustments.	HSS HR & Capability (in collaboration with Employee Services)	Material integrated into training content, uploaded onto D&I hub.	Feb 2025
7.2.3	Undertake a review of HSS selection procedures to identify barriers impacting on people with disability.	HSS HR & Capability	Review commenced.	June 2025
7.2.4	Identify positions that could be quarantined for people with disability (through the utilisation of Section 66 and 66R of the EEO Act).	All Business Units	2 x quarantined positions identified across HSS and filled each financial year.	Ongoing
7.3	HSS retention processes and practices enable people with disability feel respected, connected, progressing and contributing to HSS			
7.3.1	Onboarding processes are updated to be cognisant of and accessible for people with disability.	HSS HR & Capability	Welcome to HSS session and new starter handbook role models accessibility.	Jan 2025
7.3.2	Conduct an anonymous survey to seek feedback from people with disability on their experiences at HSS.	HSS HR & Capability	Survey distributed. Feedback analysed and recommendations identified.	Dec 2024
7.3.3	Leaders implement actions arising from employee engagement and culture pulse surveys that help create a psychologically safe workplace.	All Business Units	Increasing disclosures of people with disability. Increasing scores on 'inclusion' questions for our disability demographic.	Ongoing

This document can be made available in alternative formats on request for a person with disability.

© Health Support Services 2023

Copyright to this material is vested in the State of Western Australia unless otherwise indicated. Apart from any fair dealing for the purposes of private study, research, criticism or review, as permitted under the provisions of the *Copyright Act 1968*, no part may be reproduced or re-used for any purposes whatsoever without written permission of the State of Western Australia.

