Planning for Inclusion: Example Extracts

This document shows example extracts from potential Disability Inclusion Action Plans under the *Disability Rights, Inclusion and Safeguarding Act 2024* (the Act), along with feedback about how plans may be applied in practice.

The Act places responsibility on defined entities to develop and implement Disability Inclusion Action Plans (section 12) and to demonstrate progress over time (section 14). This requires organisations to put the principles of the Act, the Tasmanian Disability Inclusion Plan and the Charter of Rights for Disability Inclusion (the Charter) into practice through how their decision making, systems and processes operate.

These examples are intended to be used as a reference and do not need to be read in full. For more information on creating a Disability Inclusion Action Plan, see the Planning for Inclusion document.

Examples of an underdeveloped plan

The following examples illustrate ways in which a Disability Inclusion Action Plan may be underdeveloped. In these examples, plans may meet the formal requirements of the Act but do not clearly demonstrate how they will be implemented in practice or lead to change over time. This has the effect of making it difficult for organisations to show meaningful progress through reporting.

Example 1:

Objective: Make all the organisation's services fully accessible to people with disability.

Actions:

- Provide staff training on inclusive service delivery.
- Ask customers for feedback after interactions.
- Assess and modify the workplace for accessibility.
- Respond to complaints about accessibility.

Why this is an underdeveloped plan

Key issue: the objective requires a level of change that cannot reasonably be achieved or demonstrated within the timeframe of the plan.

The objective aims to make all services “fully accessible”, which is likely to involve significant and ongoing changes to systems, processes and possibly even property infrastructure. It is also a vague generalised statement and does not link to what accessibility looks like in the context of service delivery for this organisation or reflect an understanding of where these services may be inaccessible in the current time.

As a result, it is difficult to be specific about practice changes or how progress will be demonstrated over time, particularly through annual progress reports.

While this plan may meet the formal requirements of the Act and reflects the intent of the Charter, it needs further work to make it a meaningful and measurable living document.

Example 2:

Objective: Ensure people with disability can raise concerns and provide feedback about the organisation’s services.

Actions:

- Consult with people with disability to find out how they prefer to raise concerns and provide feedback.
- Provide an online complaints and feedback form on the organisation’s website.
- Promote the online form through organisational communication channels.

How consultation informed this:

Consultation identified that people with disability use a range of communication methods, including websites, social media, phone, face-to-face and text-based channels. People do not use these interchangeably. Individuals may depend on some methods while being unable to access others.

Consultation also identified inconsistent access to the internet or electronic communication including phone-based systems.

The organisation considered this feedback alongside its resource constraints and chose to retain an online complaints form as its primary channel, with increased use of a phone system. It has determined not to introduce additional communication channels.

Why this is an underdeveloped plan

There is an unclear or even broken link between consultation and the ultimate planning decisions. It may be likely at times that organisations are not able to implement consultation priorities, however this plan does not demonstrate:

- the specific factors that were considered and weighted in the decision to move away from the concerns identified in consultation;
- whether alternative options more consistent with consultation that fell within the organisation's resources were considered; or
- actions or forward planning targeted toward addressing the consultation content and the organisation's current state, including resource constraints.

As a result, the plan does not demonstrate how the organisation will meet the requirements of the Act or align with the Charter. In this case, the specific right that is diminished or impacted is information and communication oriented.

Example 3:

Objective:

Ensure employment practices are inclusive for people with disability.

Actions:

- Deliver disability awareness training to all hiring managers.
- Promote inclusive values in recruitment materials.
- Encourage people with disability to apply for roles.

Why this is an underdeveloped plan

These actions rely on individual behaviour rather than grounding responsibility in organisational systems and processes. This plan focuses on what staff do, rather than how the organisation makes decisions.

It does not show:

- what the organisation defines as inclusive values;
- potential changes to recruitment processes to remove inaccesibility; or
- an ongoing organisational orientation toward promoting psychological safety, retention and pathways into leadership for staff with disability after they have been recruited.

Examples of well-developed plans

These extracts of potential Disability Inclusion Action Plans show how objectives and actions can be framed to put the principles of the Act and the Charter. They focus on changes the organisation can implement and demonstrate over time.

Example 1:

Objective: By 30 June 2028, establish and maintain accessible end to end complaints and feedback processes including approaches to response and feedback implementation.

Actions:

- Consult with people with disability about our existing feedback mechanisms and use this to inform the design of new processes, where applicable.
- Develop the infrastructure and service guidance for staff to operationalise the new end to end processes.
- Develop and disseminate information about these new processes, including guidance for members of the public and the organisation's consumer base.
- Co-design an evaluation model that can be implemented at a fixed period of time following the implementation of new processes.

What makes this well developed

- Consultation is infused into the process and informs decision and actions.
- Clearly articulates a goal and a specific deadline against which the goal can be measured.
- Evolution and continuous development is built into the framework, allowing for richness in future progress reporting.
- Actions are targeted toward all aspects of the organisation as well as a complete process, rather than fragmented or comparmentalised within one section of the organisation.

Example 2:

Objective: Understand whether staff with disability have clear promotional and development pathways by February 2027. If this is not the case, develop clear pathways by December 2029.

Actions:

- Consult with leadership staff and managers to determine their disability literacy and perceived comfort in supporting staff identified as having a disability toward promotional and development opportunities.
- Consult with all staff, including known staff, to identify any barriers to development and promotional opportunities. Particular focus will be given to understanding where performance markers may unintentionally exclude or hinder staff with disability.
- Develop guidelines to support managers and leaders to identify when staff with disability may show readiness for development or promotional opportunities, including the identification of development opportunities that may exist outside of the organisation.
- Develop a process to support staff with disability to self identify and pursue a readiness for development or promotional opportunities.
- Consider how existing organisational resources could be harnessed to build skill transfer and increase interpersonal and professional support across staff levels, for example, formal and informal mentoring arrangements.
- Identify and address any barriers in performance monitoring and review processes.

What makes this well developed

- Isolates a core area of business that can be targeted over time with specific resources.
- Includes clearly defined milestone markers.
- Allows for a broader approach to the objective than simply requiring the organisation to be the expert.
- Considers where existing structures may be both hindering or helping the overall objective.
- Builds consultation and measurement into the process.
- Clearly articulates what success looks like.
- Is grounded in at least one right within the Charter.