

INCLUSION, DIVERSITY & ACCESS PLAN

2025–2027



VENUES WEST

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ACKNOWLEDGEMENT OF COUNTRY

We acknowledge the Whadjuk Noongar people as the Traditional Owners of the land upon which our venues stand and recognise their continuing connection to land, waters and culture.

We pay our respects to Elders past and present.

Artwork by Bianca Willder

WHO WE ARE

Diversity Group	VenuesWest Profile 23/24 (Q4)	VenuesWest Profile 24/25 (Q4)	WA Public Sector Profile	WA Public Sector Aspirational Target	VenuesWest Target
Aboriginal and Torres Strait Islander peoples	0.5%	0.7%	2.7%	3.7%	0.25% increase annually for the life of the Plan.
People with disability	1.6%	3.0%	1.6%	5.0%	0.1% increase annually for the life of the Plan.
Women in executive and senior management roles	40.9%	37.5%	50.2%	50%	50% representation.
Culturally and Linguistically Diverse (CaLD) people	16.8%	15.8%	16.5%	15.5%	Representation to remain steady.
Youth	33.5%	32.6%	5.4%	5.8%	Representation to remain steady.

INCLUSION IN ACTION: OUR COMMITTEES AND PROGRAMS

VenuesWest is committed to fostering a workplace culture that inspires pride and fulfilment, values the wellbeing of all employees, and supports the achievement of VenuesWest's strategic objectives. This commitment is supported by a range of dedicated committees and programs that embed these principles into everyday operations and strategic planning.

Reconciliation Action Plan (RAP)

The second Innovate Reconciliation Action Plan for 2025–2027, developed by the Working Group, continues VenuesWest's commitment to reconciliation and cultural inclusion. The plan guides meaningful engagement with Aboriginal and Torres Strait Islander peoples, creates opportunities to enhance cultural knowledge and experiences, and supports improvements in workforce and supplier diversity.

Workforce Diversity & Culture Committee (WDC)

The Workforce Diversity and Culture Executive Committee was established to advise and support the Executive in cultivating an intentional and inclusive culture across all VenuesWest facilities and operations. The committee plays a central role in overseeing the delivery of workforce and diversity plans, identifying opportunities for improvement, and recommending initiatives that embed a positive and inclusive organisational culture.

Wellbeing Program

The Wellbeing Program is designed to promote holistic wellbeing across the organisation. It supports physical, mental and emotional health through inclusive initiatives that encourage engagement, connection and resilience. By fostering a supportive environment, the program contributes to a workplace where all employees feel valued, empowered and able to thrive.

OUR COMMITMENTS

In addition to specific actions identified in the following Action Plan, the following commitments underpin VenuesWest’s ongoing business activities:

- Executive and senior managers actively support, promote and attend diversity and inclusion events and initiatives.
- Corporate publications and marketing strategies reflect the diversity of VenuesWest staff, stakeholders and patrons.
- All vacant positions are considered for job share and part-time opportunities.
- Reasonable adjustments are provided during recruitment and employment to ensure equitable participation from diverse groups.

OUR ACTION PLAN

The Inclusion, Diversity and Access plan 2025 – 2027 aligns with several internal and external strategies, including the Workforce Diversification and Inclusion Strategy for WA Public Sector Employment 2020–2025, the Western Australian Multicultural Policy Framework (WAMPF), the State Disability Strategy, and the VenuesWest Strategic Plan 2022–2027.

The Workforce Diversification and Inclusion Strategy outlines action plans and aspirational targets to increase representation across identified diversity groups in public sector employment. These groups are:

- **Women**
- **Aboriginal and Torres Strait Islander people**
- **People with disability**
- **Youth**
- **Culturally and linguistically diverse people**
- **People of diverse sexualities and genders**

This strategy has four key areas for improvement:



Educate and empower



Attract and develop



Lead and build



Account and celebrate

VenuesWest has applied these themes through an organisational lens and adopted them as key priorities for this plan.

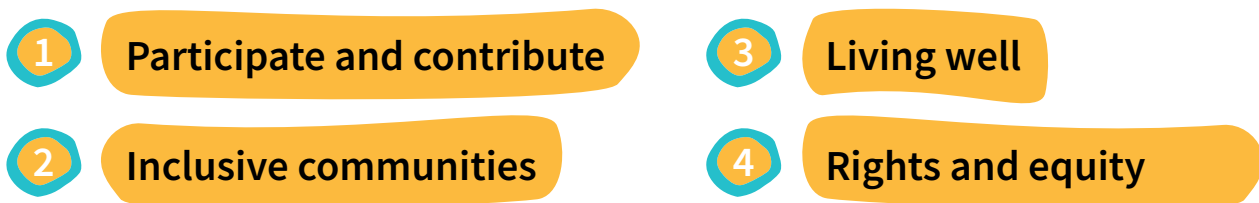
The Western Australian Multicultural Policy Framework addresses three multicultural policy priorities for the public sector:



VenuesWest embraces multiculturalism and is committed to implementing and monitoring actions and activities that address these policy priorities, as outlined in the action plan.

The State Disability Strategy sets the foundation to protect, uphold and advance the rights of people with disability living in Western Australia.

Actions are grouped under four pillars:



Our vision to be Australia’s leading provider of sport and entertainment venues and precincts means it is vitally important that we remain connected to our stakeholders and community, and that our workforce reflects the diversity of the work we do.

With millions of customers accessing our venues each year, this plan aims to ensure that patrons of all abilities can easily access information about our products and services, and make their way to and into our venues to enjoy the facilities we provide — whether that be for leisure, health and fitness or to attend an event.

VenuesWest's Strategic Plan 2022–2027: “*Vibrant precincts connecting people to world class sport and entertainment experiences*” outlines our vision, purpose and long term direction to ensure that all Western Australians will continue to enjoy a variety of sporting and entertainment events at our precincts and venues, benefitting our state's vibrancy, social connections and economy.

The plan sets out six strategic objectives:

1. **Support of High Performance Sport and its evolution in WA**

We directly support high performance sport and facilitate national and international competition events in WA.

2. **Exceptional Customer Experiences**

We grow and evolve to keep pace with our customers' needs, and to inspire, delight and create memorable moments.

3. **World Class Portfolio of Sport and Entertainment Precincts and Venues**

Our Master Planning Framework and Concept Plans provide a clear vision for investment and development to meet the needs of current and future generations.

4. **Achieve Financial Sustainability**

Our focus is to grow capability and revenue to achieve long term organisational sustainability as a result of robust financial management.

5. **An Agile Organisation**

Our people are supported to be the best they can be through embracing change, innovation and a growth mindset.



6. **Safe and Secure Venues and Workplaces**

We are dedicated to maintaining safe and secure environments for our people, stakeholders and patrons.


OUR KEY PRIORITY AREAS

EDUCATE AND EMPOWER

VenuesWest provides staff with a range of opportunities to deepen their understanding of diversity, equity and inclusion to empower individuals and foster a workplace culture built on respect, collaboration and the value of lived experience.

Initiative	Activities	Measures of Success	Timeframe	Responsibility
1. Provide information about accessibility arrangements at our venues. 	Review and update accessibility information for Perth HPC, Arena Joondalup & HBF Park and any new self managed venues within portfolio.	Accessibility information is updated and published on VenuesWest / venue websites.	Jun-26	Senior Digital Marketing Consultant <i>Executive Sponsor:</i> Chief Operating Officer (COO)
	Website accessibility audit is conducted by external website provider.	Completion of audit and implementation of any recommendations.	Jun-26	Senior Digital Marketing Consultant <i>Executive Sponsor:</i> COO
2. Ensure language is not a real or perceived barrier to equitable access to information and services. 	Provide information about the Language Services Policy 2020 on the VenuesWest / self managed venues website accessibility page with instructions on how to translate.	Website accessibility pages are updated by 30 Jun 2026.	Jun-26	Senior Digital Marketing Consultant <i>Executive Sponsor:</i> COO
	Communicate Language Services Policy 2020 and obligations to all staff.	Embed reference and information on Language Services Policy 2020 in Customer Service and Feedback Policy & Procedure.	Jul-25	Manager Aquatics & Customer Service <i>Executive Sponsor:</i> COO
		Develop a VenuesWest Connect page with tools to support staff to meet their obligations under the Language Services Policy 2020.	Dec-25	Manager Aquatics & Customer Service <i>Executive Sponsor:</i> COO

Aligns with Western Australian Multicultural Policy Framework

Policy priority 


Aligns with Western Australian State Disability Strategy

Pillar 


Aligns with VenuesWest Strategic Objectives

Objective 

EDUCATE AND EMPOWER (continued)

Initiative	Activities	Measures of Success	Timeframe	Responsibility
3. Workers are provided with education and resources on how to respectfully engage with people with disability, people who have a different cultural or language background, or other diverse lived experience.	Update onboarding resources with the Inclusion, Diversity & Access Plan.	Inclusion, Diversity & Access Plan is connected to staff onboarding page.	Aug-25	Learning & Development Coordinator <i>Executive Sponsor:</i> Director Business Support Services
	 Share diversity resources with all staff.	Maintain and update VenuesWest Connect Page twice a year.	Dec-27	Diversity & Inclusion Consultant <i>Executive Sponsor:</i> Director Business Support Services
4. Ensure opportunities for diverse perspectives to be represented, included and celebrated across the organisation.	Engage speakers with lived experience from diverse backgrounds to present at staff events.	One speaker from a diverse background per year. One brand ambassador per year.	Dec-27	Diversity & Inclusion Consultant / Senior Manager Corporate Communications & Engagement <i>Executive Sponsor:</i> Director Business Support Services / Director Strategy & Partnerships
	Encourage staff to review and update their diversity information in ESS.	Reminders shared with staff annually.	Dec-27	Diversity & Inclusion Consultant <i>Executive Sponsor:</i> Director Business Support Services
	People from diverse backgrounds or with lived experience are encouraged to participate in working groups and where possible their membership is prioritised.	Invitations to join committees, working groups are extended to all staff and/or those self-identified as people with lived experience of diverse backgrounds.	Dec-27	Chairs of committees and working groups <i>Executive Sponsor:</i> Not required

Aligns with Western Australian Multicultural Policy Framework

Policy priority 


Aligns with Western Australian State Disability Strategy

Pillar 

Aligns with VenuesWest Strategic Objectives

Objective 

EDUCATE AND EMPOWER (continued)

Initiative	Activities	Measures of Success	Timeframe	Responsibility
<p>5. Workers are educated to support a culturally safe work environment.</p> 	<p>Workers are provided with education opportunities to support the creation of a culturally safe environment for people from diverse backgrounds.</p>	<p>100% of employees (including casuals) complete online Aboriginal Cultural Awareness training within due date.</p> <hr/> <p>75% of permanent and fixed term employees complete face to face cultural awareness training.</p> <hr/> <p>100% of employees (including casuals) complete online Disability Awareness training within due date.</p> <hr/> <p>75% of permanent and fixed term employees complete face to face Disability Awareness Training.</p> <hr/> <p>100% of employees (including casuals) complete online Gender and Sexual Diversity Awareness Training within due date.</p> <hr/> <p>75% of permanent and fixed term employees complete face to face Gender and Sexual Diversity Training.</p> <hr/> <p>100% of employees (including casuals) complete online Cultural Diversity Awareness Training by Diverse WA within due date.</p>	<p>Dec-27</p>	<p>Diversity & Inclusion Consultant</p> <p><i>Executive Sponsor:</i></p> <p>Director Business Support Services</p>

Aligns with Western Australian Multicultural Policy Framework

Policy priority 

Aligns with Western Australian State Disability Strategy

Pillar 

Aligns with VenuesWest Strategic Objectives

Objective 

ATTRACT AND DEVELOP

VenuesWest is committed to inclusive and barrier free recruitment practices that proactively identify and attract diverse talent. Employees are supported through an inclusive and accessible workplace that fosters ongoing development, ensuring staff have equitable access to grow, contribute and thrive within the organisation.

Initiative	Activities	Measures of Success	Timeframe	Responsibility
1. Proactively identify and engage the talent of contractors and suppliers from diverse backgrounds.	Continue to actively pursue Aboriginal procurement in line with Aboriginal Procurement Policy (APP) objectives.	4% of contracts over \$50,000 annually.	Dec-27	Manager Procurement <i>Executive Sponsor:</i> Director Strategy & Partnerships
2. Attract, grow and support a diverse workforce.	Women in management are identified and nominated to attend leadership programs annually.	Four women in management are identified and nominated to attend leadership programs annually.	Dec-27	Manager People & Culture <i>Executive Sponsor:</i> Director Business Support Services
	Actively encourage people from diverse groups to apply for mentoring and networking opportunities.	Communication of these opportunities (e.g. VMA, IPAA young professionals etc) to staff.	Dec-27	Manager People & Culture <i>Executive Sponsor:</i> Director Business Support Services
	Identify and partner with specialist targeted employment service providers.	Identify and partner with one Indigenous employment service provider.	Dec-26	Diversity & Inclusion Consultant <i>Executive Sponsor:</i> Director Business Support Services
	Review recruitment practices to identify real and perceived barriers to employment for people from diverse backgrounds.	Conduct review of job descriptions and advertisements as roles become available to ensure they are accessible and written in 'plain English'.	Dec-27	Diversity & Inclusion Consultant <i>Executive Sponsor:</i> Director Business Support Services
		Conduct a review of content and layout of all careers pages on the VenuesWest Website.	Dec-25	Diversity & Inclusion Consultant / Senior Digital Marketing Consultant <i>Executive Sponsor:</i> Director Business Support Services / COO

Aligns with Western Australian Multicultural Policy Framework

Policy priority 


Aligns with Western Australian State Disability Strategy

Pillar 

Aligns with VenuesWest Strategic Objectives

Objective 

ATTRACT AND DEVELOP (continued)

Initiative	Activities	Measures of Success	Timeframe	Responsibility
2. Attract, grow and support a diverse workforce (continued). 	Create a range of roles for diversity candidates.	Utilise 100% (pro rata) of allocated annual budget for diversity roles.	Dec-27	Diversity & Inclusion Consultant <i>Executive Sponsor:</i> Director Business Support Services
	Nominate VenuesWest to host a public sector trainee (from diverse background).	Nominate annually.	Dec-27	Diversity & Inclusion Consultant <i>Executive Sponsor:</i> Director Business Support Services
	Benchmarking is undertaken prior to the commencement of all recruitment processes to determine intent for targeted recruitment and Sections of the <i>Equal Opportunity Act 1984</i> are utilised to target advertising and preference for suitable candidates who disclose their diversity status for appointment.	All vacant positions are considered for diversity recruitment. 100% of Panel Chairs complete online Unconscious Bias training.	Dec-27	Diversity & Inclusion Consultant <i>Executive Sponsor:</i> Director Business Support Services

Aligns with Western Australian Multicultural Policy Framework

Policy priority 

Aligns with Western Australian State Disability Strategy

Pillar 

Aligns with VenuesWest Strategic Objectives

Objective 

LEAD AND BUILD

VenuesWest fosters a high performance culture powered by the diverse backgrounds, perspectives and experiences of our people. We are committed to building and maintaining venues that are safe, welcoming and inclusive for all; building a culture that ensures every visitor and staff member feels respected, secure and supported.

Initiative	Activities	Measures of Success	Timeframe	Responsibility
1. Build an organisation culture where people are treated fairly and respectfully and feel safe and included.	Review Equity and Diversity Policy in line with the Policy Framework for Substantive Equality.	Policy is reviewed and communicated to staff.	Jan-26	Policy & Ministerial Liaison Officer & Diversity & Inclusion Consultant <i>Executive Sponsor:</i> Director Business Support Services / Director Office of the Chief Executive Officer (CEO)
	Review current processes against the requirements of the Language Services Policy and identify gaps.	Customer service policies and procedures are aligned with the requirements Language Services Policy 2020.	July-25	Manager Aquatics & Customer Service <i>Executive Sponsor:</i> COO
	Invite employees from diversity groups to participate in the review and design of VenuesWest policies and procedures that impact employment outcomes and inclusive workspaces.	Establish a register of expressions of interest of staff from diverse backgrounds who are willing to provide feedback on policies, procedures and processes.	Dec-27	Chair of PGC <i>Executive Sponsor:</i> Director Office of the CEO
		If relevant policies, procedures and processes are reviewed, members from the EOI register are invited to participate and provide feedback.	Dec-27	Chair of PGC <i>Executive Sponsor:</i> Director Office of the CEO



Aligns with Western Australian Multicultural Policy Framework

Policy priority


Aligns with Western Australian State Disability Strategy

Pillar

Aligns with VenuesWest Strategic Objectives

Objective

LEAD AND BUILD (continued)

Initiative	Activities	Measures of Success	Timeframe	Responsibility
2. Create and maintain venues that are functional, accessible, inclusive and culturally safe.	Consider the needs of diverse users when planning new venues or significant upgrades to existing facilities.	Major capital works projects to meet and exceed current relevant building standards.	Dec-27	Director of Portfolio Management / Director Major Projects
	 Audit existing venues to identify continuous improvement opportunities for access and inclusion.	All venues are audited every three years to identify improvement opportunities.	Dec-27	Director of Portfolio Management
	Implement Assisted Listening Systems at appropriate locations.	Implementations complete for appropriate venues as required.	Dec-27	Chief Information Officer <i>Executive Sponsor:</i> Director Business Support Services
		Review of assisted listening system opportunities is added to Building Condition Audit (BCA).	Dec-27	Director of Portfolio Management
		Communication plan and resources are available.	Jun-26	Marketing Manager <i>Executive Sponsor:</i> COO
	Ensure that people with diverse backgrounds are included in the Inclusion, Diversity & Access Plan 2027 consultation process.	Employees and stakeholders with diverse backgrounds are invited to participate in consultation.	Jun-27	Chair of WDC <i>Executive Sponsor:</i> Director Office of the CEO
	Ensure appropriate signage is in place to meet the needs of people with disability.	Review of existing and new temporary signage required for works or events to ensure that it meets or exceeds Australian standards.	Dec-25	Marketing Manager <i>Executive Sponsor:</i> Director Business Support Services / Director Office of the CEO

Aligns with Western Australian Multicultural Policy Framework

Policy priority 

Aligns with Western Australian State Disability Strategy


Pillar 

Aligns with VenuesWest Strategic Objectives

Objective 

ACCOUNT AND CELEBRATE

VenuesWest is committed to a culture of accountability and continuous improvement through transparent actions and measurable progress. All employees are empowered to contribute to inclusion and diversity initiatives and take action to maintain a welcoming, supportive environment for staff and patrons. We create space to celebrate significant days in support of diverse communities, strengthening our commitment to an inclusive and respectful workplace.

Initiative	Activities	Measures of Success	Timeframe	Responsibility
1. Customers are provided with safe and accessible methods to provide feedback or raise complaints; we are transparent and responsive in addressing feedback received. 	Monitor and address complaints received about diversity, inclusion or accessibility.	Complaints are responded to within five business days or within the requested ministerial timeframes.	Dec-27	Manager Aquatics & Customer Service / Policy & Ministerial Liaison Officer / Senior Manager Corporate Communications & Engagement <i>Executive Sponsor:</i> COO
	Complaint and feedback forms are accessible and include offer for further assistance.	Forms are updated.	Dec-25	Manager Aquatics / Senior Digital Marketing Consultant <i>Executive Sponsor:</i> COO
	Ensure current complaints procedure is accessible for people with disability or who are culturally and linguistically diverse.	Communication plan established and implemented across venue website and in venue.	Jun-26	Senior Digital Marketing Consultant <i>Executive Sponsor:</i> COO
	Incorporate diversity data indicators in customer satisfaction surveys.	Track changes in customer satisfaction scores of our members across different demographic groups. An increase in satisfaction scores among underrepresented groups would be a positive indicator.	Dec-27	Manager Planning, Research & Reporting <i>Executive Sponsor:</i> Director Strategy & Partnerships
	An annual report on diversity and accessibility related feedback / complaints provided to WDC (refer A&C 1.1).	Feedback reported to WDC as an agenda item.	Dec-27	WDC Chair <i>Executive Sponsor:</i> Not required

Aligns with Western Australian Multicultural Policy Framework

Policy priority 


Aligns with Western Australian State Disability Strategy

Pillar 


Aligns with VenuesWest Strategic Objectives

Objective 

ACCOUNT AND CELEBRATE (continued)

Initiative	Activities	Measures of Success	Timeframe	Responsibility
2. Celebrate, acknowledge and raise awareness of diversity and inclusion events and achievements. 	Participate in the WA Multicultural Framework (WAMPF) Interagency Network.	A member of WDC or executive attend each networking opportunity.	Dec-27	WDC Chair <i>Executive Sponsor:</i> Director Office of the CEO
	Review culture calendar and highlight days of significance for diversity groups.	WDC creates a calendar of events with minimum of four events that celebrate days of significance for diverse groups.	Dec-27	WDC Chair <i>Executive Sponsor:</i> Director Business Support Services
	Include workforce data in Annual Reporting, including celebrations and achievements.	Data reported in quarterly performance reviews, Annual Report, and Equal Employment Opportunity Public Sector Commission Report.	Dec-27	Manager Planning, Research & Reporting <i>Executive Sponsor:</i> Director Strategy & Partnerships

Aligns with Western Australian Multicultural Policy Framework

Policy priority 

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PLANNING AND CONSULTATION

The Inclusion, Diversity and Access Plan 2025–2027 was developed to replace three closely related plans: the Multicultural Plan, the Disability Access and Inclusion Plan, and the Diversity and Inclusion Plan. Many initiatives are shared across these plans, reflecting a unified and strategic approach.

Actions completed under previous plans have been removed. New and ongoing actions, including those developed since the last planning cycle, have been added to ensure the plan remains current and responsive.

Consultation for this plan was conducted in phases.

Initial consultation was undertaken during the development of the Disability Access and Inclusion Plan 2021–2026 and included:

- Employees with disability
- Department of Communities
- Ms Priya Cooper, VenuesWest Board Member
- The Disability Access and Inclusion Plan Working Group.

Further consultation was carried out to support the consolidation of the three plans and included:

- The Workforce Diversity & Culture Committee
- A dedicated working group of staff who self identified as people with lived experience of diverse backgrounds.

This integrated approach aligns with Strategic and Business Plan priorities through to 2027, supported by clear metrics and accountability, improves visibility of ongoing business as usual work, streamlines access and transparency across all plans, and enhances oversight and efficiency in reviews and reporting.

This plan meets our legislative requirements under Section 145 of the Equal Opportunity Act 1984.

RESPONSIBILITY FOR IMPLEMENTATION

While diversity and inclusion is a shared responsibility across the organisation, each priority area within the plan clearly designates a lead role responsible for driving implementation. In addition, every action is supported by an executive sponsor who provides strategic oversight.

Each action is accompanied by a defined timeframe for delivery and a measurable indicator of success, ensuring accountability and enabling effective tracking of progress throughout the life of the plan.

MONITORING AND EVALUATION

Implementation of the Inclusion, Diversity and Access Plan will take place over the two-year period leading up to 2027, in alignment with the VenuesWest Strategic and Business Plans.

The VenuesWest Workforce, Diversity & Culture Committee will play a key role in monitoring progress against each action. The committee will provide ongoing advice, support, consultation and recommendations.

Through regular updates to the Executive Leadership Group, the committee will celebrate the plan's successes, identify areas for improvement, and ensure that the plan remains responsive and effective throughout its lifecycle.

DEFINITIONS

Aboriginal and Torres Strait Islander people	People who identify as being of Aboriginal or Torres Strait Islander descent.
Culturally and Linguistically Diverse (CaLD)	Applies to groups and individuals who differ according to religion, language and ethnicity, and whose ancestry is other than Aboriginal or Torres Strait Islander, Anglo-Saxon or Anglo-Celtic.
People with disability	People who identify as having a mild or moderate core activity limitation.
People of diverse sexualities and genders	People of diverse sexual orientations, gender identities and expressions and sex characteristics.
Women in Management	Women in senior management team (SMT) or Executive.
Youth	People who are aged 24 years and under.