

Triple Zero Victoria Disability Action Plan

Plan

Frontline to
the Frontline



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Message from the Executive Director People & Culture

At Triple Zero Victoria (TZV) we are focusing on building the foundations of an inclusive culture as a priority that will drive and contribute to our long-term sustainability and success.

Our people are among the most dedicated and highly skilled in their profession. We are deeply committed to serving our community. By prioritising accessibility, inclusion, and equity (giving everyone what they need to be successful), we design and deliver services that meet the needs of our employees and communities and address any barriers to access and opportunity.

Our inaugural Disability Action Plan 2024 - 2026 (the Plan) sets out goals and actions over the next two years to deliver on the following priority areas:

1. Partnership and Design - partnering to co-design inclusive employment environments and service delivery.
2. Accessibility and Participation - building inclusive physical and digital environments.
3. Respect and Dignity - creating a safe and discrimination-free work and service culture.
4. Disability Confident Leadership - championing leadership inclusion through commitment.
5. Measurement and Accountability - use an evidence-based approach to inform best practice.

Being our first Plan, we have developed actions that are foundational and achievable. The successful implementation of the Plan will help to strengthen our commitment to a safe, welcoming, and inclusive work environment for people with disability and carers.

We will build our knowledge and understanding the range and types of disabilities in our community including physical disabilities, neurodiversity, mental health, and intersectionality, embracing the unique ways in which each person functions and contributes to our workplace. Our recent 2024 People Matter Survey (PMS) results showed 84 team members identified as having a disability (7.9%).

I look forward to working with our recently established Triple Zero Enablers Network, and value the contribution they have made to the Plan and to our workplace. Their insights will help inform policies, procedures, and practices through more effective decision-making, providing benefits to the organisation.

I encourage you to read this inaugural Plan and invite you to look for ways that you too, can actively support these goals every day.

Simone Keenan

Executive Director People & Culture

Message from the TZV's Enablers Network

The Triple Zero Victoria Enablers Network is made up of staff across the organisation with an interest in, or lived experience of, disability, including experience of being a carer for someone with a disability. The lived experience of staff is an amazing resource for any organisation when working toward increasing inclusion. Listening to our diverse voices is the best way to understand the day-to-day ways in which we are affected by disability, how it informs our lives and how we can be supported to succeed at work. It's also a resource to inform our services to Victorians – providing built in subject matter experts reflecting the wider community whilst understanding the unique needs of Triple Zero Victoria.

With 1 in 5 Australians under 65 years having a disability – and that number rising to 2 in 5 over 65 years – whether they know it, every Victorian has had or will have contact with someone who has a disability. However, coming out as a person with disability in the workplace can be a difficult and stressful experience. Many people with disabilities are uncomfortable sharing information about their disability and being their authentic selves at work because they have experienced or observed discrimination.

The most recent disability discrimination statistics from the Australian Bureau of Statistics (ABS) identified that 40% of people with disability experiencing discrimination in the workplace have experienced it from their employer and 34% from one or more colleagues (Ref 1). It is also estimated that in Australia, nearly 5.5 million people have unpaid caring responsibilities for relatives or friends. Caring responsibilities significantly impact on workforce participation, financial security health and wellbeing (Ref 2).

Organisations that recognise embracing diversity in all its complexity helps to create welcoming and high performing environments. They also create thriving workplace cultures with tangible and visible benefits for the organisation. Creating equitable, accessible, and inclusive environments should be a key initiative for any organisation – but for Triple Zero Victoria, where our work is all about serving Victorians through some of the most difficult moments of their lives, it's vital that our workforce reflects our community and provides an accessible and inclusive service, to allow full participation.

When we draw upon groups like the Enablers Network, they contribute insights to inform policies, procedures, and practices that inform better decision-making, providing benefits to the organisation. This holistic engagement provides unique diverse perspectives and enables continuous improvement.

The Triple Zero Victoria Enablers Network was established in 2023, and its members have been engaged in the development of the Plan. The Network will continue to be involved as the Plan is delivered, providing a reliable and knowledgeable touchstone for Triple Zero Victoria's initiatives and a visible presence for staff engagement across the organisation.

As members of the Network, we're excited to see the Plan come to fruition and the increasing awareness of the value of a diverse workforce and the enormous contribution that people with disabilities can make to our workplace. We encourage you to actively look for opportunities to support our goals and to embed inclusion and accessibility in everything you do.

Acknowledgement

Triple Zero Victoria respectfully acknowledges the Traditional Owners of the land throughout Victoria on which we live, work, and provide service to the community. We pay our respects to the Elders both past and present, and recognise the continuation of the cultural, spiritual, and educational practices of Aboriginal and Torres Strait Islander peoples. We recognise the contribution of Aboriginal people and communities in shaping Victorian life, and we continue to learn from our Aboriginal leaders who have come before us.

We also acknowledge the disproportionate gaps in social health indicators experienced by Australia's First Nations peoples. We acknowledge Aboriginal self-determination is a human right as enshrined in the United Nations Declaration on the Rights of Indigenous Peoples, and we commit to working towards a future of equality, justice, and strength.

About Triple Zero Victoria

Triple Zero Victoria provides the critical link between the Victorian community and the state's emergency services agencies. It is responsible for Victoria's 24-hour emergency call-taking and dispatch services for police, fire, ambulance, and Victoria State Emergency Service (VIC SES) as well as advanced, operational communications for Victoria's emergency services, supporting police, fire, ambulance and VICSES personnel in the field. Emergency call-taking and dispatch is at the heart of what Triple Zero Victoria does.

Emergency call-taking and dispatch services are delivered from three State Emergency Communications Centres (SECCs) located at Ballarat (BAL), Burwood East, Tally Ho (THO) and Williams Landing (WIL). Between 2022 and 2023, Triple Zero Victoria answered more than 2.7 million calls for assistance, representing a call every 11 seconds or more than 7,370 a day.

What do we mean by disability?

The Victorian Public Sector Commission, in line with the United Nations Convention on the Rights of Persons with Disabilities, recognises the definition of disability as including those who have long-term physical, mental, intellectual, or sensory impairments that, in interaction with various attitudinal and environmental barriers, may hinder their full and effective participation in society on an equal basis with others (Ref 3).

The definition of disability under the Disability Discrimination Act 1992 (Cwlth) is broad (Ref 4). It includes physical, intellectual, psychiatric, sensory, neurological, and learning disabilities. Disability can be permanent or temporary, visible, or invisible. Some conditions and impairments are present from birth. Other people acquire or develop disability during their lifetime from an accident, condition, illness, or injury. For some people, support requirements can increase over time. Others can experience fluctuating or episodic disability. Some people may have multiple disabilities, giving rise to different support requirements.

What is disability discrimination?

The Disability Discrimination Act 1992 (Commonwealth) states that discrimination based on disability occurs when a person with disability is:

- treated less favourably than a person without disability (direct discrimination); or
- made to comply with a general requirement or condition which the person is unable to comply with because of their disability, and which leads to the person being disadvantaged (indirect discrimination) (Ref 4).

What is carer status discrimination?

Carer status refers to someone who has total or considerable responsibility for ongoing care and support of another person. The person may be a child, a partner, a parent, a relative or a friend. Carer status does not apply to people who are paid to provide care.

- There are over 2.65 million carers across Australia
- Carers make up nearly 11% of Australia's population
- 7 out of 10 primary carers are women
- The average age of a primary carer is 54
- Over one-third of primary carers have a disability (Ref 5)

Federal and state anti-discrimination laws make it unlawful to discriminate against a person because of their parental status, carer status or family responsibilities in employment, which covers employees and independent contractors (Ref 6, 7).

They protect workers from discrimination at all stages of employment, including:

- before employment, including how positions are advertised, how interviews are conducted, whether employment is offered and on what terms,

- during employment, including being given less favourable terms or conditions of employment, being demoted, denied training opportunities, promotion, transfers, performance pay or other employment-related benefits, and
- at the end of employment, including being selected for redundancy or dismissed.

Personal association

Personal association discrimination is when someone discriminates against you, including treating you unfairly or bullying you, because you have a personal connection to someone with a protected characteristic. For example, you may be a carer of someone with a disability (Ref 8).

Victorian Disability Act 2006

The aim of Victorian Disability Act (currently under review) is to reduce barriers for people with disabilities in employment and when accessing goods and services (Ref 9). It aligns with the Inclusive Victoria State Disability Plan 2022-2026, which promotes inclusion and community participation for people with disability and seeks tangible changes in attitudes and practices which may discriminate against them (Ref 10).

Current amendments to the Victorian Disability Act include six systemic reforms with a focus on co-design with end-users, “keeping with the principle of *“nothing about us without us”*, partnering with people with disability in policy, program and service design and delivery”. The aim is to “support increased inclusion and more informed decision making and investment (Ref 11)”.

The six systemic reforms will position the Victorian Government to respond to a stronger disability inclusion legislative framework to be delivered through the review of the Disability Act being undertaken at time of writing (Ref 12). They include:

- Co-design with people with disability
- Aboriginal self-determination
- Intersectional approaches
- Accessible communications and universal design
- Disability confident and inclusive workforces
- Effective data and outcomes reporting

The amendments specifically note a focus on embedding co-design approaches in the first two years across: emergency preparedness, response, and recovery; mental health reforms; children and families services; creative industries; and pride and recognition initiatives (Ref 13).

In line with Victorian state government ambitions, Triple Zero Victoria will increase collaboration and co-design with people with disability in our inaugural Disability Action Plan on all relevant policies, programs, and services by:

- identifying opportunities to increase knowledge and apply best practice co-design principles,
- increasing representation of people with disability on advisory and decision-making groups, and
- focusing on ensuring an inclusive culture which attracts prospective team members with disability, and over time increasing their representation in our workforce.

Using Inclusive Language

Language is powerful

Language is a powerful tool for changing personal and community attitudes, promoting inclusion and fostering a sense of pride for people living with disability. People's preferences about how language is used differs.

We recognise that people with disability have different preferences regarding how they describe their disability. It can reflect the various ways people identify, their personal and unique experience of disability and also the prevailing preferences of the disability community. We know language is always changing, and we recognise that words are powerful and have different meaning for different people.

At Triple Zero Victoria, we acknowledge people's personal preferences and individual right to choose how they describe their identity and experience.

Language is dynamic

Person-first and identity-first language

The aim of person-first language is to place the dignity of being human (the person) before that of disability, for example, 'person with disability'. Person-first language was first used to emphasise a person's right to an identity beyond their disability and as a way of addressing ableism.

The aim of identity-first language places the disability identity before that of the person, for example, 'disabled person'. It aims to reduce stigma and allows the user to 'reclaim' the language, showing a proud connection to the disability community, and demonstrating self-regard irrespective of the disability. This also emphasises that it is society that is disabling, rather than having disability.

Ableism

Ableism is discrimination or prejudice towards people with disability. It can be described as the systemic and interpersonal exclusion and oppression of people with disability. Ableism interacts with other forms of discrimination, such as gender inequality, racism, homophobia, biphobia, transphobia and ageism. This creates multiple and intersecting forms of systemic discrimination for Aboriginal people, women, LGBTIQ+ people, multicultural people, older people and young people (Ref 14).

Getting to work: Victorian public sector disability employment action plan 2018 - 2025

Getting to work is Victoria's long-term employment plan for people with disability in the public sector. The plan is for people with disability at all levels of the public sector to:

- be employed more
- have satisfying careers
- have a fairer employment experience

The Victorian Government has committed to increasing the number of people with disability in the public sector. Getting to work sets a target of 6% representation by 2020 and 12% by 2025. These targets apply to the Victorian Public Service and will expand to the broader public sector over time (Ref 15).

What is the data saying?

Key findings from People Matter Surveys 2024, 2023 and 2022

Analysis of employee experience data

Triple Zero Victoria participates in the annual People Matter Survey (PMS), an independent employee opinion survey run by the Victorian Public Sector Commission (VPSC). Employee participation in the People Matter Survey is voluntary. An analysis of the 2024 results was conducted on responses from people with a disability to questions measuring an inclusive culture, belonging, discrimination, sexual harassment, bullying, cultural safety, recruitment, promotion, career development, flexibility, and job satisfaction. These were compared to the responses of all employees and compared with previous two years' results.

When considering the effect of intersectionality, further exploration was undertaken on the impact of gender and disability. Questions with less than ten responses were not reported to ensure confidentiality.

High response rates to surveys usually indicate higher levels of engagement, including confidence and comfort in sharing personal information. They can indicate higher levels of safety and inclusion for people who have historically experienced inequity, for example, people with disability.

It is recommended to concurrently strengthen workplace inclusion through initiatives as well as encouraging team members to complete PMS surveys. This supports the development of more robust and inclusive data sets to better understand team members' experiences and helps to reduce the 'prefer not to answer' responses to personal diversity data. This would also allow for intersectional analysis including disability and gender, age, cultural identity, faith, Aboriginal, sexual orientation, helping to further understand any barriers to employment.

As we improve confidence in team members sharing personal information on the Human Resource Information System (HRIS), we will be able to establish a more accurate workplace profile for people with disability, and identify any trends in recruitment, exits, promotion, career progression, flexibility, and leave. It will also show where people with disability are in the organisation, via job classification level, job type, work area, employment tenure, position fraction and remuneration.

PMS findings provide a useful benchmark and reference point for matters which may need further exploration through team member consultations or internal surveys. The responses below focus on the experience of people with disability and those with caring responsibilities for people with disability (as well as for medical, mental health, frail aged and unspecified 'other' conditions).

Demographic diversity data

In 2024, the response rate to the PMS was 72% with 1061 respondents. In 2023, it was 74% with 1068 respondents. In 2022, it was 68% with 759 respondents.

The population of people with Disability in Australia is approximately 20% (Ref 16,17).

Demographic diversity data on disability captured in the 2024, 2023 and 2022 PMS showed,

- there were 7.9% (84) people with disability in 2024, an increase from 5.6% (n=60) in 2023, and 3.6% (n=27) in 2022.
- there were 52 women and 16 men who identified as having a disability in 2024, and the remaining 16 did not disclose their gender.
- 10% (n=108) of survey respondents preferred not to identify they had a disability in 2024 compared to 8% (n=77) in 2023 and 8% (n=57) in 2022.
- According to the Triple Zero Victoria HRIS there were 0.4% (n=6) people with disability at 30 June 2024 and 2023.
- In 2024, 95 team members identified as being carers, compared to 213 in 2023 and 148 in 2022.

Commitment to creating a diverse workforce

In 2023, 74% of survey participants agreed that Triple Zero Victoria was committed to creating a diverse workforce (e.g., gender, age, cultural and linguistic background, disability, Indigenous, LGBTQIA+), with 19% neither agreeing nor disagreeing. For people with disability, it was 19% lower at 55% and for women with disability it was 60%. This question was not asked in 2024.

Participation of team members with caring responsibilities

In the 2024 PMS, there were 95 counts of team members proving care compared to 213 in 2023 and 148 in 2022. The highest response rate for caring responsibilities was caring for the frail aged at 46% in 2024, compared to 37% in 2023 and 34% in 2022. This was followed by caring for people with medical/mental health conditions at 22% in 2024, 19% in 2023 and 21% in 2022; then people with disability at 14% in 2023 and 18% in 2022 (disability and 'other' caring was grouped together). It should be noted that multiple selections could be made for the types of parenting and carer responsibilities.

It is not surprising that the care for frail aged is highest, as this may correlate to the higher representation of women team members and women taking on the bulk of caring responsibility (Ref 18, 19). There has been an increase in awareness and acceptance on mental health conditions in the population following COVID which may have reduced the stigma and increased the willingness of team members to share this information. However, the 'prefer not to answer' in response to parental and carer responsibilities was 15.9% (n=169) in 2024, compared to 12.3% (n=131) in 2023 and 10% (n=76) in 2022.

Theme 1 – Inclusive culture

In 2024, the responses relating to inclusive culture received less favourable responses for people with disability than those without, however it showed an improvement on the previous year. Indicators of inclusive culture included, feeling of belonging, being oneself at work, feeling culturally safe and leaders role modelling the organisation's values.

Overall, the results show that for people with disability compared to all team members, there was a

- 12% lower rating in feeling culturally safe at work.
- 10% lower rating in feelings of belonging in the organisation.
- 10% lower rating in feeling that they can be themselves at work.
- 8% lower rating that senior leaders model the organisational values.
- 5% lower rating in workgroups treating each other with respect.
- same rating that managers treat employees with dignity and respect.

Overall, the results shows improvements for people with disability, with a

- 8% increase in feeling culturally safe at work.
- 8% increase that senior leaders model the organisational values.
- 8% increase that managers treat employees with dignity and respect.
- 1% increase in feelings of belonging in the organisation.
- 1% decrease in people in workgroups treating each other with respect.
- 7% decrease in people in workgroups treating each other with respect.

Theme 2 – Barriers to success

In 2023, team members were asked to rank in order the greatest barriers to success at work in the past 12 months from a selection of 18 options. The top two responses by most cohorts (men and women) rated flexibility as their top response followed by mental health. There was no data available in 2024.

People with disability reported that mental health was the most significant barrier to their success in 2023. Further barriers (in ranked order) were caring, flexibility and physical health, disability, and sex. Interestingly, age was not in the top six selections, and it would be expected to feature with an ageing workforce. Australians are increasingly working to older ages. In the 20 years leading up to April 2021, the workforce participation rate of older Australians more than doubled, from 6.1% in 2001 to 15% in 2021 (Ref 20).

Caring responsibilities were ranked in the top two barriers to success, which suggest that there may be an increased responsibility for people with disability who are, in addition, caring for others who have disability, mental health, medical, frail aged or 'other' conditions.

Theme 3 – Respectful behaviours

In 2024, the responses relating to respectful behaviour received less favourable responses for people with a disability compared to all team members, with notable improvement on the previous year for the organisation not tolerating improper conduct.

Overall, the results show that for people with disability compared to people without disability, there was a

- 17% lower rating in the organisation not tolerating improper conduct.
- 13% lower rating in the organisation taking steps to eliminate bullying, harassment, and discrimination.
- 8% lower rating in the organisation encouraging respectful workplace behaviours.
- 8% lower rating in feeling safe to speak up.
- 7% lower rating feeling safe to challenge inappropriate behaviour at work.

Overall, the results show room improvements for people with disability, with a

- 5% decrease in the organisation taking steps to eliminate bullying, harassment and discrimination.
- 4% decrease in the organisation not tolerating improper conduct.
- 4% decrease in feeling safe to speak up.
- 2% decrease in the organisation encouraging respectful workplace behaviours, with a 14% decrease from 2022.
- 3% increase in feeling safe to challenge inappropriate behaviour at work, with a 18% decrease from 2022.

Theme 4 – Incidents of negative behaviours

In 2024, the responses relating to incidents of sexual harassment, violence and aggression, bullying, discrimination-based harassment experienced by team members in the past 12 months, were much higher (in percentage) for people with disability, including women with disability, compared to all team members. People with disability are more than three times as likely to have experienced violence or aggression at work, and twice as likely to experience bullying.

Overall, the results show that for people with disability compared to people without disability, that

- 24% of people with disability experienced bullying, compared to 14% for people without disability in the last 12 months.
- 20% of people with disability experienced violence or aggression, compared to 6% for people without disability in the last 12 months.

- 18% of people with disability experienced discrimination-based harassment, compared to 9% for people without disability in the last 12 months.
- 15% of people with disability experienced sexual harassment, compared to 7% for people without disability in the last 12 months.

Overall, the results show some improvement for people with disability, with a

- 15% decrease in people with disability experiencing sexual harassment since 2022.
- 10% decrease in people with disability experiencing violence or aggression since 2023.
- 8% decrease in the people with disability experiencing discrimination since 2022.
- 2% increase in the people with disability experiencing bullying since 2022.

Theme 5 - Recruitment and promotion practices

In 2024, the responses relating to recruitment and promotion practices received less favourable responses from people with disability than for all team members. They was, however, significant improvement from the previous year.

Overall, the results show that for people with disability, compared to people without disability, there was a

- 11% lower rating in satisfaction with the opportunities to progress.
- 11% lower rating in using skills and knowledge in the job.
- 10% lower rating in satisfaction with career development.
- 5% lower rating in feeling they had an equal chance at promotion in the organisation.
- 6% lower rating in believing promotion processes are fair.
- 1% lower rating in believing recruitment processes are fair.
- 1% higher rating in satisfaction with the way their learning and development needs had been addressed in the last 12 months.

Overall, the results show room for improvement for people with disability, with a

- 24% increase that recruitment processes in the organisation are fair since 2022.
- 21% increase in satisfaction with career development since 2022, however a 12% decrease from 2023.
- 16% increase in satisfaction that learning and development needs have been addressed in the past 12 months.
- 16% increase that promotions processes in the organisation are fair, however a 9% decrease from 2023.
- 13% increase in feeling there is equal chance at promotion, however a 5% decrease from 2023.
- 7% increase in satisfaction with the opportunities to progress, however a 8% decrease from 2023.

Theme 6 - Leave and flexibility

Flexible Work Arrangements are crucial for the recruitment and retention of people with disability and carers (for care, appointments, episodic issues, issues of transport and housing, or reliance on others).

In 2024, people with disability reported 8% less satisfaction with their work/life balance in their current job than other team members, with a 10% increase from the previous year.

Triple Zero Victoria team members overall reported decreases in satisfaction with work/life balance and manager support for flexibility over the 2023-2024 reporting period by 3%, with a 9% increase from people with disability that managers support flexibility.

People with disability and carers may need to work part time or may have had interrupted career trajectories and further exploration is required to understand their challenges.

Overall, the results show that for people with disability and without disability, there was a

- 8% lower rating in being satisfied with their work-life balance.
- 6% higher rating in their manager supporting working flexibly.

Overall, the results show improvement for people with disability, with a

- 19% increase in manager supporting working flexibly since 2022
- 2% increase in satisfaction with work-life balance since 2022, and a 10% increase from 2023.

Theme 7 - Job satisfaction, engagement, and workloads

In 2024 the responses relating to job satisfaction, engagement and workloads received less favourable responses from people with disability, compared to all team members, however showed some improvement from the previous year.

Overall, the results show that for people with disability, compared to people without disability, there was a

- 9% lower rating in their workgroup encouraging employee creativity.
- 9% lower rating in the workload being appropriate for the job that they do.
- 5% lower rating in the organisation inspiring team members to do the best in their job.
- 7% higher rating in job satisfaction.

Overall, the results show some room for improvement from 2024 for people with disability, with a

- 8% increase in job satisfaction since 2022, however a decrease of 13% from 2023.
- 5% increase in the workgroup encouraging employee creativity.
- 5% decrease in organisation inspiring team members to do the best in their job each year since 2022.
- 3% decrease in the workload being appropriate for the job that they do since 2022, however a decrease of 13% from 2023.

Our Approach

A Disability Action Plan allows Triple Zero Victoria to identify and address challenges, recognising and celebrating the achievements and contributions by team members with disabilities and caring responsibilities. Being our inaugural Disability Action Plan, we need to establish strong foundations and develop actions that are aspirational yet achievable. The actions will also speak to the unique challenges of team members in Operations and Support Office and the community we serve.

Disability Action Plan Pillars

- Partnership and Design - partnering with people with disability to create and co-design inclusive employment environments and service delivery to diverse communities.
- Accessibility and Participation - building inclusive physical and digital environments for people with disability.
- Respect and Dignity - creating a safe and discrimination-free work and service culture for people with disability and carers.
- Disability Confident Leadership - championing leadership inclusion through commitment to learning, reflection and action.
- Measurement and Accountability - Accelerate disability inclusion using an evidence-based approach.

PARTNERSHIP AND DESIGN

Objective: Partnering with people with disability to create and co-design inclusive employment environments and service delivery to diverse communities - nothing about us without us.

| Goal | Actions | Time | Success Measure |
|--|--|--------|---|
| <p>1. Build a culture of co-design and open dialogue by establishing a regular mechanism of consultation with people with disability and carers, across Support Offices and Operations in all locations.</p> <p><i>Accountability: Manager People Enquiries & Change</i></p> | <p>1.1 Incorporate and strengthen disability inclusive practices policies, procedures, or practices under review, applicable to recruitment, retention, performance management, promotion, talent identification, succession planning, remuneration, professional development and end of employment.</p> | Year 1 | <p>A minimum of two broad consultations and co-design sessions are held annually for each of the PMS theme areas (Culture, Respect, Career Progression, Flexibility and Job Satisfaction).</p> <p>Policies and procedures up for review are inclusive of people with disability.</p> |
| <p>2. Build a culture of co-design and open dialogue with our service users with disability.</p> <p><i>Accountability: PC&P</i></p> | <p>2.1 Embed equity and accessibility principles in our service delivery to the public, including ability to respond to the diverse needs of our disability communities, by continuing to build our knowledge, awareness, and competency.</p> | Year 1 | <p>Services for the community are accessible and inclusive of people with disability.</p> |
| <p>3. Our partners and suppliers are committed to achieving equitable outcomes for people with disability.</p> <p><i>Accountability: Director, Commercial & Procurement</i></p> | <p>3.1 Incorporate accessibility and inclusion as selection criteria in procurement practices and decisions.</p> | Year 2 | <p>Our partners and suppliers demonstrate commitment to accessibility, diversity, inclusion and equity.</p> |

ACCESSIBILITY AND PARTICIPATION

Objective: Building inclusive physical and digital environments for people with disability.

| Goal | Actions | Time | Success Measure |
|---|---|---------------|---|
| <p>4. Triple Zero Victoria physical environment is audited for accessibility and inclusivity of people with a disability.</p> <p><i>Accountability: Senior Manager, Property Services</i></p> | <p>4.1 Conduct biannual audit to identify internal accessibility issues to improve access in the existing infrastructure, such as wellbeing, flexibility, thermal comfort, lighting, parking and travel, etc.</p> | <p>Year 1</p> | <p>All work areas are accessible.</p> <p>Any barriers to accessibility are identified, centrally recorded, addressed, and reported annually to ELT.</p> |
| <p>5. Ensure Triple Zero Victoria Rebrand of Public Facing Digital Content is accessible.</p> <p><i>Accountability: Senior Advisor Media & Stakeholder Relations</i></p> | <p>5.1 Review public facing digital content, including essential information provided to the public on Triple Zero Victoria.</p> | <p>Year 1</p> | <p>Enhanced digital access enables the full participation of team members with disability and the community.</p> |

RESPECT AND DIGNITY

Objective: Creating a safe and discrimination-free work and service culture for people with disability and carers.

| Goal | Actions | Time | Success Measure |
|---|---|--------|---|
| 1. Zero Tolerance for all forms of disability discrimination, bullying and sexual harassment through. <i>Accountability: Manager People Enquiries & Change</i> | 1.1 Education for people leaders on bullying, harassment, inclusive language, belonging and engagement, discrimination law (rights and responsibilities), active bystander, what is and isn't respectful behaviour being very specific inc. sexual harassment, positive duty, aggression, violence. 1.2 Develop a communication campaign that supports and reinforces a zero-tolerance approach to sexual harassment, discrimination and bullying and considers the needs of employees, including cultural and psychological safety. | Year 1 | Zero Tolerance for all forms of disability discrimination, bullying and sexual harassment. Improved 'organisation taking steps to eliminate bullying, harassment and discrimination' measure in the PMS for people with disability is above 85% (currently at 43%). Improved 'organisation not tolerating improper conduct' measure in the PMS for people with disability is above 85% (currently at 40%). |
| 2. Everyone has access to flexible working arrangements. <i>Accountability: Senior Manager, Workplace Relations</i> | 2.1 Ensure all team members are aware and promote the use of flexible work arrangements, where appropriate, to support the full participation in employment for people with disability. | Year 1 | Improved satisfaction with the work-life balance measure in the PMS for people with disability is above 85% (currently at 58%). Improved manager support for working flexibly measure in the PMS for people with disability is maintained above 85% (currently at 86%). |
| 3. Job advertisements are accessible and welcoming for people with disability. <i>Accountability: Senior Manager, People Services</i> | 3.1 Record and report number of job applicants, short-listed, interviewed successful appointments by disability, job classification level and work areas. 3.2 Ensure accessibility of recruitment and selection process (i.e., alternate recruitment processes where appropriate and digital and physical accessibility). | Year 1 | People with disability make up 10% of the short-listing pool by 2025. Improved belief that the recruitment process is fair measure in the PMS for people with disability is above 85% (currently at 54%). |

DISABILITY CONFIDENT LEADERSHIP

Objective: Championing inclusion through leadership commitment to learning, reflection and action.

| Goal | Actions | Time | Success Measure |
|--|---|--------|---|
| 1. Ensure sustainability of the DAP over the 2-year cycle by establishing effective DAP governance structures and reporting lines. <i>Accountability: Executive Champion for DAP</i> | 1.1 Executive DEI Champion appointed for DAP. 1.2 Support the Triple Zero Enablers Network to provide peer support and advise and support cultural change, including working with the ELT Disability Champion and people leaders. | Year 1 | Governance is established and documented. |
| 2. Strengthen the disability knowledge, competence and confidence of managers and colleagues around disability inclusion. <i>Accountability: Senior Manager, Workforce Capability</i> | 2.1 Schedule a series of online lunch and learn (and lived experience), sessions throughout the year that invites employees to discuss, learn and practice inclusion, that may include, <ul style="list-style-type: none"> - disability confidence - cultural and psychological safety - caring for people with disability - unconscious bias - impact of career breaks - bullying, sexual harassment, bullying and violence - neurodiversity - flexibility - disability technology and job design and use findings to inform further actions to strengthen the Plan. | Year 2 | Triple Zero Victoria is cited as leader in accessibility and inclusion for people with disability. |

MEASUREMENT AND ACCOUNTABILITY

Objective: Accelerate disability inclusion using an evidence-based approach.

| Goal | Actions | Time | Success Measure |
|--|---|----------|---|
| 1. Increase confidence in team members sharing information about their disability to inform future strategies. 2. Accountability: Senior Advisor, Culture & Performance | 1.1 Develop understanding of barriers to disclosure of disability in the workplace. 2.1 Build comfort and confidence in team members to share information about their disability on the HRIS HIVE and maintain confidentiality. | Ongoing | Bridge the gap between anonymous People Matter Survey and HRIS HIVE reporting for people with disability. |
| 3. Establish accurate workforce profile of people with disability. Accountability: Senior Advisor, Culture & Performance | 3.1 Complete analysis of available data on HIVE for people with disability by job classification level, job type, employment basis, work area, etc. 3.2 Complete analysis of available data on HIVE for people with disability across several diversity dimensions and employment indicators, including representation, pay equity, recruitment, promotion, career progression, exit, discrimination, bullying, flexibility and leave. | Annually | Annual snapshot data with inclusive data sets and longitudinal data is established and informs an annual disability performance report. Detailed disability data included in the monthly workforce analytics report. |

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