

Access and Inclusion Plan 2025 - 2027





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Message from TAC's CEO

At the TAC, our behaviours, actions and culture are underpinned by our Make Every Day Matter strategy and we know that together, our differences make us stronger.

We know that a diverse workforce operating within an inclusive and high performing culture will position us to best deliver responsive services that meet the needs of all Victorian road users.

We are especially committed to improving the experience of people with disability at the TAC, who are one of our five priority groups under our Inclusion and Diversity Framework. We know our people with disability face a greater inclusion gap in the workplace, and we are committed to closing this gap over the life of our TAC strategy. We are committed to advancing a workforce that represents the community we serve, and have set ourselves targets to improve employment outcomes for people with disability over the next six years.

Reflecting on the TAC's first Disability Action Plan from 2016, I'm proud of the progress we have made and the changes we have implemented to advance accessibility for our people with disability. Some of these achievements include:

- Refreshed workplace accessibility policy, including the introduction of workplace adjustment passports in 2023
- Introduction of 10 days of disability leave in our 2021-2025 Enterprise Agreement.
- Improvements made to the recruitment and onboarding of people with disability, and increased workforce representation of people with disability.
- 100% compliance with Web Content Accessibility Guidelines (WCAG) 2.0AA for TAC's external website.
- Roll out of an organisation wide disability awareness learning program.
- Participation in Australian Disability Network's (AusDN) Access and Inclusion Index.
- Completion of AusDN's Dignified Access Review of the TAC's premises.

However, we know there is much ahead of us to truly advance an equitable environment for our people living with disability. This plan was developed in close consultation with the Australian Disability Network, along with integral support from our people. This includes our Senior Leader 'Access Champions' and importantly, our own TAC employees with lived experience, who shared openly in a collective effort to ensure this plan addresses the most impactful areas.

From these insights, as well as our Employee Opinion Survey results and external benchmarking reports, we know we still have work to do – but I'm confident and optimistic that we're on the right track.

We have identified four key themes and this plan addresses opportunities to remove barriers and ensure dignified and equitable access and participation at the TAC. These themes are:

- · Our commitment
- Our people
- · Our environment
- · Our ways of working

This new plan articulates how we will set out to achieve this goal and our priorities that will guide us over the next two years. I firmly believe that workplace accessibility and inclusion is everyone's responsibility. Through respect and openness to listening and learning, we all have a role to play.

Tracey Slatter

Kewey Statt

Chief Executive Officer
Transport Accident Commission



Message from Australian Disability Network CEO

A warm congratulations to the TAC on the development and launch of their Access and Inclusion Plan 2025 – 2027.

Developed with valuable input from the TAC's employees, this plan takes a comprehensive and whole-of-organisation approach to inclusion and access, centring around four themes that provide a strong foundation for the plan's actions. The themes our commitment, our people, our environment and our ways of working will guide the TAC in advancing a disability confident workforce, enhancing their built and virtual premises and ensuring access is at the heart of their work.

As a member of our network since 2017, the TAC continuously demonstrates their ongoing commitment to ensuring equitable access for all employees. Australian Disability Network applauds the efforts made by the TAC in developing this Access and Inclusion Plan.

Deborah HomewoodChief Executive Officer
Australian Disability Network



Acknowledgements

The TAC would like to acknowledge the many contributors to this plan. This includes guidance from the Australian Disability Network, and ongoing support from our TAC Senior Leaders and Access Champions. We especially thank our TAC employees with lived experience, who volunteered their insights and experiences to help shape this plan.



TAC's inclusion and diversity commitment

At the TAC, we are committed to advancing a culture of inclusion, where people of all backgrounds, identities and lived experiences are safe, feel a sense of belonging and are supported to meaningfully contribute and succeed in the workplace.

We are on a journey of growth to be an inclusive organisation that represents the diversity of the Victorian community we serve.

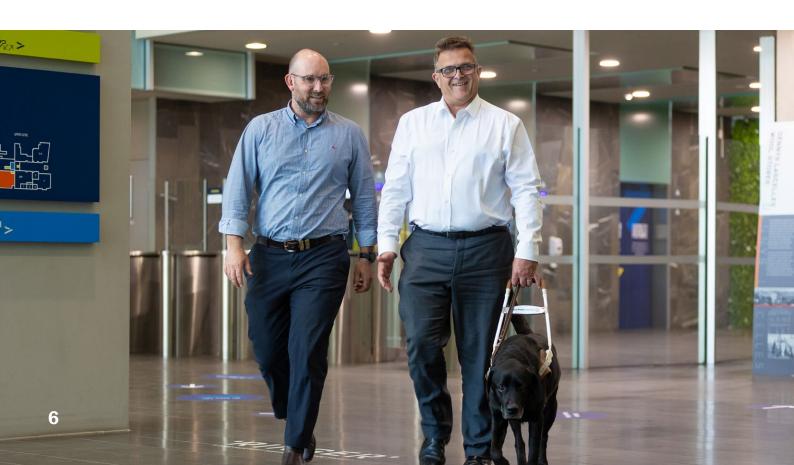
To fulfil our vision, we're committed to:

- (a) Closing the inclusion gap for our people from marginalised communities. This means improving employee experience across a number of indicators and reducing experiences of negative behaviours, including bullying, harassment, and discrimination.
- (b) Making meaningful progress on our workforce representation of people from marginalised communities at all levels of our organisation, especially in leadership.

Our approach is outlined in our Inclusion and Diversity Framework, which sets out the guiding principles and the key pillars of work that will be undertaken in a phased, systemic approach. As we mature as an organisation, we will continue to expand our efforts in building disability confidence so that we can better meet the needs of our clients and providers.

Our Access and Inclusion Plan (2025-2027) is a reflection of our strong commitment to advancing inclusive and accessible practices and supporting our people with disability.

People with disability bring unique perspectives and diversity of thought, challenging societal norms which benefits everyone. At the TAC, we are proud to have 7.8% of our organisation identify as people with disability (as at August, 2024), and aim to continue to attract, support and retain diverse talent. We know this will lead to better problem solving, innovation and a high performing culture.





through policies, but as part of our culture.

Personally, I would like to see a greater awareness of neurodiversity and more efforts to accommodate diverse working styles. I aim to expand my own knowledge on how to best support others and be mindful of needs I may not yet recognise. I believe this approach is essential for achieving true inclusion.77

Shanae, Partnership and Community Engagement Project Coordinator

Key concepts guiding our approach

Social model of disability

Our plan refers to the United Nations Convention on the Rights of Persons with Disabilities definition, which describes people with disability as those who have long-term physical, mental, intellectual or sensory differences that, when interacting with inaccessible communities and environments, prevent full and equal community participation.¹

Often called the social model of disability, it's an important framing of inequality as it views disability as stemming from communities, services and spaces that are not accessible or inclusive. This demonstrates that it is society that places limits on a person, not their disability.²

We have adopted this definition and will focus on removing barriers for people with disability to create a safe, inclusive and respectful workplace for our employees with disability.

Person-first and identity-first language

In this plan, we've chosen to use person-first language. Person-first language puts the person before their disability – for example, saying "person with a disability" instead of "disabled person."

This approach was introduced to highlight that people are more than their disability and to challenge ableism. For many people, especially those with cognitive disabilities and self-advocates, person-first language remains an important part of their identity.

However, we also recognise that some people prefer identity-first language, which puts the disability first – for example, "disabled person." People who prefer this way of speaking often do so to show pride in their disability and to highlight that it is society, not the disability, which creates barriers. This aligns with the social model of disability.

We acknowledge that many neurodivergent people prefer identity-first language. Many neurodivergent people see their neurotype not as a disability but as a different way of experiencing and interacting with the world. Similarly, many in the deaf community don't see themselves as disabled but as a distinct cultural and linguistic group. People's language preferences reflect how they see their identity, experience disability, and the attitudes of their community.

We respect everyone's right to choose how they want their identity and experiences to be described.

- 1. Convention on the Rights of Persons with Disability
- 2. People with Disability Australia



Did you know?



21.4%

Australians with disability (2022)¹



Victorians with disability (2018)²



49%

of Victorians with disability are employed compared to 77% of people without disability²



10%

of people with disability are underemployed* compared to 1.4% of the working population without disability³



7.8%

of TAC employees identify as a person with disability (August, 2024)



68%

inclusion score for TAC employees with disability, compared to 78% for the general population of TAC (August, 2024)

1 Australian Disability Network

2 Victorian Government

3 Australian Bureau of Statistics

Note - underemployed means employed people who want to work more hours or worked reduced hours, including preferred hours and usual hours not worked, and underemployment ratios.

Note - Inclusion scores are found through a set of key questions in our EOS around opportunities, respect, acceptance and support at the TAC.



I've been lucky to pursue my passions in this organisation. My goal is to empower others to find joy in their roles, drive service excellence, and help us achieve the best outcomes for our clients. I want to keep contributing to our culture of learning and positive leadership, no matter where I go next.

The Access and Inclusion Plan offers vital lessons on fostering an inclusive workplace. It captures the voices of those with lived experiences, using their insights to shape strategies for positive change. It's the next step for our organisation to be best placed to support all employees in an equitable way. So I'm feeling hopeful about the impact that this will have and excited to turn our good intentions into tangible actions.

I believe we can all take away some key lessons from this plan about what we can each do to advance an inclusive workplace.

Sarah, Performance and Coaching Lead

How we'll get there

Our commitment

Overall goal

We will deliver all actions in this plan and be accountable for our progress.

1.1 Reporting and Accountability			
Our commitment to reporting and accountability outcomes and achievements.	will provide transparent and regular	communication of	
Objective	Measure	Accountability	Delivery
1.1.1 Deliver the objectives in this plan to create positive and meaningful change for people with disability at the TAC.	The Access and Inclusion Plan Steering Committee is established.	Chief Executive Officer & Executive	Year 1
 Establish a Steering Committee responsible for the implementation of the Access and Inclusion Plan. Appoint Disability Champions to lead initiatives and advocate for people with disability, ensuring greater accountability. 	 Actions and initiatives are implemented. The annual Employee Opinion Survey demonstrates increased engagement & inclusion scores for people with disability. 	Leadership Team	
 1.1.2 Create a platform to amplify the voices of people with disability. 1. Establish a Disability Employee Network to ensure the voices of people with disability are at the forefront of decision-making through genuine lived experience consultation and co-design. 	The Disability Employee Network is established with a clearly defined engagement and consultation approach.	People, Culture & Engagement	Year 1
 1.1.3 Consistently report and communicate on the progress of the plan, ensuring all stakeholders are informed and engaged throughout the process. 1. Establish a governance framework to monitor, review, and report on the outcomes of the plan. 2. Continue to track and report workforce representation and inclusion experience of people with disability via TAC's Employee Opinion Survey. 	Regular reporting and evaluation of the plan is communicated to all relevant stakeholders.	People, Culture & Engagement	Year 1
 1.1.4 Identify areas for improvement by benchmarking our progress against access and inclusion best practice. Participate in the Australian Disability Network's Access and Inclusion Index to measure and benchmark our progress at the end of this plan. 	TAC's Access and Inclusion Index score is increased, and recommendations are considered.	People, Culture & Engagement	Year 2



Our people

Overall goal

2.1 Capability

We will advance a disability confident workforce that is accessible, inclusive, and safe, where all employees can thrive.

Our people and leaders are disability confident and have the skills to adapt the way they work to reduce barriers to inclusion.

Objective	Measure	Accountability	Delivery
 2.1.1 Enhance leadership capabilities and disability awareness, strengthening inclusive practices within our leadership cohort and improving disability confidence for all employees. 1. Launch a disability confident learning program for all employees with a dedicated pathway for leaders and subject matter experts responsible for managing policy and process. 2. Implement targeted learning on neurodiversity awareness and neuro-inclusive practices. 	 Our minimum completion targets are achieved for each cohort. Post-training surveys report increased confidence in supporting employees with disability. The annual Employee Opinion Survey demonstrates increased Engagement & Inclusion scores for people with disability. 	People, Culture & Engagement	Year 1-2
2.1.2 Raise awareness and build trust in our complaint mechanisms and processes for disability discrimination and ableism in the workplace to ensure complaints are handled in a timely, sensitive, and effective manner.	 Resources are developed and communicated to all employees on ableism, disability discrimination, and disability exclusion. 	People, Culture & Engagement	Year 1
 Review, improve, and communicate relevant policies, including the grievance process, for any disability discrimination claims (formal and informal). 	 A disability complaints audit is completed annually, with recommendations utilised to advance our maturity. 		
Continue to regularly review and report on disability complaints and discrimination cases to identify trends for continuous improvement.	 Employees' experience of discrimination is reduced as measured in the People Matter Survey. 		
 2.1.3 Recognise key dates and campaigns for the inclusion of people with disability. 1. Acknowledge International Day of People with Disability (IDPwD) and Global Accessibility Awareness Day (GAAD) through events and communications. 	IDPwD and GAAD events are held yearly.	People, Culture & Engagement	Year 1
 2.1.4 Provide equal access to learning and development opportunities for people with disability. 1. Review current learning and development programs to identify barriers and develop an action plan to prioritise and remediate. 2. Train employees on creating accessible learning content and facilitation for diverse learners. 	 A review is complete with a remediation plan developed. Increased satisfaction and learning outcomes for employees with disability as measured via the Employee Opinion Survey and People Matter Survey. 	People, Culture & Engagement	Year 2

2.2 Recruitment and Career Progression

Increased representation of people with disability across TAC with equitable access to career development opportunities and promotions.

Objective	Measure	Accountability	Delivery
 2.2.1 Our attraction, recruitment, selection, and onboarding processes are accessible and equitable for candidates and employees with disability. 1. Achieve Australian Disability Network's Disability Confident Recruiter Status by reviewing the end-to-end recruitment, career progression, and onboarding process to identify unintended barriers for people with disability. 2. Establish tracking and reporting mechanisms to identify and address barriers for candidates with disability for continuous improvement. 3. Review and develop inclusive recruitment resources that reflect best practices for employing people with disability. 	 Achieve disability confident status. Year-over-year increase in the percentage of successful candidates with disability. Employees with disability report improved satisfaction with career development opportunities as measured in TAC's Employee Opinion Survey. 	People, Culture & Engagement	Year 2
 2.2.2 Employees with disability are represented across various roles and levels within the organisation. 1. Grow and leverage existing disability employment networks to attract, support, and retain candidates with disability. 2. Actively promote leadership opportunities through targeted outreach. 3. Explore how disability pathways can be incorporated into relevant existing employment programs 	 Progress is made towards achieving the TAC's workforce representation targets for people with disability. Deliver the Stepping Into Internship program. Increase of employees with disability in leadership roles. 	People, Culture & Engagement	Year 2
 Participate in the Australian Disability Network's Stepping Into Internship program. 			





Our environment

Overall goal

We will enhance our built and virtual environment so that we provide dignified access for our employees.

3.1. Premises Our TAC premises provide accessible and dignifie	ed access for all our employees.		
Objective	Measure	Accountability	Delivery
 3.1.1 Our workspaces are designed to be more inclusive and accessible. Consider the feedback from employees with disability to prioritise and deliver the recommendations from TAC's Dignified Access Review (2024) and accessibility audits. Establish a documented commitment or process to ensure new property leases, rentals, and developments are accessible and maintained according to current standards. Consult with employees with disability to ensure user experience is considered in the design of current and new workspaces. Implement a system to track office equipment assigned to employees to ensure it remains in the correct locations, whilst fostering a culture of responsibility and awareness regarding office equipment in our workplace. Implement a communication and engagement approach to share progress on improvements to our workspaces. 	 A consultation process is established through the Disability Employee Network for current and new workspaces. The prioritised actions from the recommendations outlined in the benchmark audits have been completed. An effective and efficient system is implemented to ensure items remain in their designated locations. 	Enterprise Change and Workplace Experience	Year 1-2
 3.1.2 Our employees have access to a dignified evacuation process. 1. Review the Personal Emergency Evacuation Plan (PEEP) template, provide training to managers regarding PEEPs, and establish requirements for the frequency of PEEPs offered to all employees. 2. Review and update our communication approach to PEEPs to ensure that employees who require one have it. 3. Include the PEEPs process at induction. 	 The PEEP process has been reviewed and communicated with training and induction processes established. The PEEP process is communicated at least twice per year. 	People, Culture & Engagement	Year 1

3.2 Digital

Our internal information and communication technology (ICT) systems and hardware are accessible for people with disability.

Objective	Measure	Accountability	Delivery
 3.2.1 Our ICT systems and processes are enhanced by adhering to the latest Web Content Accessibility Guidelines (WCAG) 2.2. 1. Update all relevant documentation and the accessibility page of the TAC website to reflect our commitment to the current WCAG standard. 2. Engage specialists to conduct a gap analysis of TAC's key ICT systems and integrate recommendations into future upgrades. 	 TAC's Accessibility page on the external website is updated. A gap analysis has been completed, and a remediation plan has been developed. Increased WCAG compliance to ICT systems and websites. 	Community & Enterprise Transformation	Years 1-2
 3.2.2 Our employees with disability have equal access to tools, resources, and information on our internal intranet. 1. Enhance intranet accessibility by ensuring content authors undergo training to create accessible content. 2. Explore technology options that provide enhanced accessibility of content and supports users to adapt as needed. 	Increased WCAG compliance for the internal intranet.	Community	Year 2
 3.2.3 Our assistive technology enables employees with disability to perform their role at their best. 1. In consultation with employees with disability, compile and share a list of assistive technology (hardware and software) to ensure everyone can access support when required. 2. Enhance awareness of assistive technology (hardware & software) and provide accessible resources by utilising key communication platforms and people leaders to improve inclusivity. 	A list of assistive technology hardware and software is available and communicated.	Enterprise Transformation	Year 1
 3.2.4 Our employees are engaged to provide feedback on the accessibility of our websites, assistive technology, and software. 1. Establish a process for User Acceptance Testing (UAT) to evaluate minimum user accessibility standards, involving employees with lived experience of disability. 2. Develop a checklist of accessibility requirements (including a process flow) for purchasing, upgrading, and developing ICT, and ensure engagement with people with disability is embedded in this process. 	A UAT process and checklist is developed.	Enterprise Transformation	Year 2

Our ways of working

Overall goal

Accessibility will be at the heart of how we work at TAC.

4.1. Inclusive teams

Inclusive and accessible practices are embedded in our work as leaders, teams, and individuals. We all share the responsibility for integrating accessibility and inclusion into our work.

Objective	Measure	Accountability	Delivery
4.1.1 Our employees have an increased understanding of access and inclusion through tools and resources.	 Tools and resources are developed and communicated. 	People, Culture & Engagement	Year 1
 Establish an accessibility hub on TAC's intranet to provide managers and team members with relevant policies, resources, and contact information regarding disability in the workplace. 			
Develop and implement an accessible meeting guide and checklist for adoption by all teams at TAC.			
Review and relaunch the hybrid meeting guidelines.			
 Develop and maintain an inclusive language guide to support inclusive practice in the workplace. 			
4.1.2 Our employees with caring responsibilities are acknowledged, valued, and can participate fully in our work environment.	 Policies and programs are updated to include people with caring responsibilities. 	People, Culture & Engagement	Year 2
 Undertake a review of the experiences of carers and co-design practical solutions to enhance support. 			



4.2. Policy and process

Our policies and processes prioritise best practices to enable an accessible and barrier-free environment that supports people with disability.

Objective	Measure	Accountability	Delivery
 4.2.1 Workplace adjustments are effectively implemented to enhance employee satisfaction, foster engagement and boost productivity. In consultation with employees with disability, regularly review and communicate the Workplace Adjustment Policy, the Workplace Adjustments Passport, and the Flexible Work Arrangements Policy. Embed workplace adjustments into the induction processes and My Performance Plan reviews. Explore the opportunity to establish, maintain, and monitor a centralised fund for workplace adjustments. Develop a mechanism to centrally track the uptake of workplace adjustments, in alignment with the Victorian Public Service approach, and provide an annual report to the Inclusion & Diversity Council. 	 The annual Employee Opinion Survey demonstrates increased engagement & inclusion scores for people with disability. Employees report improved experience of workplace adjustments. 	People, Culture & Engagement	Year 1
4.2.2 Our employees with disability receive the necessary support when they are unable to work.	The Disability Leave Policy is updated and communicated.	People, Culture & Engagement	Year 2
 Review and update the Disability Leave Policy to align with best practice recommendations. 			



4.3. Communication and Engagement

Employee communications and events are accessible and inclusive so that everyone can participate and have equitable access to information.

4.4. Procurement & partnerships

Our commitment to access and inclusion thrives through shared values with our partners and suppliers.

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Objective	Measure	Accountability	Delivery
 4.4.1 The TAC supports and engages our suppliers and partners to promote equitable practices. 1. Review and refresh existing social procurement strategy to improve on minimum standards and establish a higher standard of dignified access. 2. Review and update the procurement specification templates and associated supporting documents 	Improved supplier & partnership engagement, compliance and diversity through annual survey data.	Finance & Governance	Year 2
to reflect access and inclusion principles and standards. 3. Implement a feedback and monitoring system with a designated owner to evaluate the accessibility and ongoing compliance of procured			
products and services at specified intervals throughout the product or service lifecycle.			



As a people person, I thrive alongside passionate individuals who foster positivity and collaboration every day. Being part of the TAC and working towards safer roads in the Victorian community fills me with pride.

Contributing to this plan has opened my eyes to the fantastic diversity within our organisation while highlighting key areas for improvement. Speaking from my own experience of living with a physical disability, I encounter daily barriers within and outside of work and while I currently have the supports I need to succeed, past oversights have created accessibility challenges. I hope this plan raises awareness about the diverse needs for access and inclusion, ensuring everyone feels safe and empowered in their roles.

Krissy, People, Culture and Engagement Coordinator

Legislative Frameworks

This plan is informed by the following legislative frameworks and Victorian public sector strategies and action plans:

International context

- United Nations Convention on the Rights of Persons with Disabilities (2006)

- Web Content Accessibility Guidelines (WCAG) version 2.1

National context

- Disability Discrimination Act 1992 (Cth)

- Privacy Act 1998 (Cwlth)

- Fair Work Act 2009 (Cwlth)

Victorian context

- Disability Act 2006 (Vic)

- Equal Opportunity Act 2010 (Vic)

- Charter of Human Rights and Responsibilities Act 2006 (Vic)

- Occupational Health and Safety Act 2004 (Vic)

- Victorian State Disability Plan (2021–2025)

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

In addition to the above, preparation for this plan took into account the following:

- TAC's Make Every Day Matter Strategy 2024-2030
- TAC's 2022-2024 Inclusion and Diversity Framework
- TAC's Access Inspection Report (2023)
- TAC's submission to the Australian Disability Network's Access and Inclusion Index (2023)
- TAC's Dignified Access Review undertaken by Australian Disability Network (2024)





I've been in my dream job for over 5 years, leading a team of passionate, legislation and policy officers and teaching them the craft of making good legislation. My work is endlessly interesting. Involving in-depth conversations, wrestling with complex issues and seeking continuous policy improvements for the organisation.

I'm so pleased the TAC is moving forward with this vitally important project. We're already realising little wins such as disability concession rates for our headquarters parking, upgrades for better lift access and business support for assistive technology on TAC devices such as JAWS and Zoom text.

Through the actions identified and delivered as part of this plan, I hope to finally join my colleagues on Level 3.

Stephen, Manager Legislation and Claims Policy team

A note on accessibility

Our Access and Inclusion Plan (2025 – 2027) was developed with accessibility at the forefront and has been reviewed by external accessibility specialists to ensure broad accessibility. It is available both as a printed document or on our website www.tac.vic.gov.au

How you can continue to have your say

If you have any feedback or suggestions about continuous improvements to access and inclusion at the TAC, or require further information please email l&D@tac.vic.gov.au or call 1800 332 566 (toll-free).

