



MELBOURNE  OLYMPIC PARKS

DISABILITY INCLUSION ACTION PLAN

2022–26

The Trust acknowledges the Wurundjeri people as Traditional Owners of the land on which it operates, and pays respect to their Elders, past and present.

SUSTAINABLE DEVELOPMENT GOALS

The Melbourne and Olympic Parks Trust seeks to support the United Nations Sustainable Development Goals through the implementation of clear action plans to improve outcomes in the areas of sustainability, reconciliation, disability access and inclusion, and gender equality.

This document is available
in accessible Word format at
mopt.com.au/about/community/

INTRODUCTION

The precinct managed by Melbourne & Olympic Parks (M&OP) plays an important role in the social and community life of Victorians.

With a dedicated and compassionate workforce, M&OP is characterised by its welcoming and inclusive environment that attracts millions of visitors from across Australia and around the world, delivering hundreds of events annually. The precinct is a place where people can come together to share once-in-a-lifetime experiences and make memories, and this plan aims to ensure that this proposition holds true for every event attendee, every performer, every athlete, every employee, and every visitor.

This four-year plan was developed in close collaboration with accessibility and inclusion experts Get Skilled Access, who have enjoyed a special and enduring relationship with the precinct over a number of years. It aims to consolidate and build upon significant accessibility gains realised through the Melbourne Park Redevelopment completed in 2021. Delivered by Development Victoria, with nearly \$1 billion invested by the Victorian Government, this major capital works program saw M&OP venues upgraded over the course of a decade to embed principles of universal design and improve access and inclusion across the precinct.

With expert guidance from Get Skilled Access, and input from our people, partners, guests and people with disability, this plan identifies and prioritises key actions across four focus areas: Attitudes & Behaviours, Our People, Systems & Processes, and Liveable Communities. The actions are designed to uplift, improve and promote accessibility and inclusion across the precinct and in the workplace, not just by addressing physical barriers, but by committing M&OP to embedding a proactive and productive culture of access and inclusion.

While M&OP has a strong track record of improving outcomes for guests with disability, this plan aims to broaden our focus and stretch our efforts into new arenas. It aims to contribute to the goals of *Inclusive Victoria: State Disability Plan 2022–26*, and to embrace, support and strengthen the social model of disability.

As we set out to deliver on the raft of actions outlined in this plan, we thank Get Skilled Access and all those who provided input, and look forward to working with tenants, partners, suppliers and our stakeholder network. We also look forward to welcoming new partnerships and opportunities for collaboration as we endeavour to identify and eliminate barriers to access and play a key role in our communities by promoting diversity as a strength to be celebrated.



JOHN HARNDEN AM
Chief Executive Officer
Melbourne & Olympic Parks



A MESSAGE FROM GET SKILLED ACCESS

From our first engagement in 2019, the Melbourne and Olympic Parks Trust always strives to be a leader for disability inclusion and access.

As the founder of Get Skilled Access I'm proud that once again we have played an important part in the development of M&OP's *Disability Inclusion Action Plan 2022–26* (DIAP). There has been significant improvement in disability inclusion and access over the years across the precinct, and M&OP continues to show its commitment and find opportunities for growth.

Twenty percent of the Australian population, or 4.5 million Australians, identify as living with disability. This includes people with physical and non-physical disability. With over 2.5 million visitors to the M&OP precinct every year, this equates to potentially 500,000 people with disability that may visit the precinct – and these numbers are expected to grow with the recent addition of CENTREPIECE at Melbourne Park and Kia Arena. The opportunity for all visitors to participate equally continues to be a key focus for M&OP. The actions in the DIAP will see an increase in employment outcomes for people with disability, improved systems and processes, increased understanding of people with disability, and increased community participation.

Since playing my final professional tennis match at Rod Laver Arena in January 2022, I'm excited by any opportunity to work with M&OP and ensure that all visitors have an equal and dignified experience. At Get Skilled Access we believe in the value of 'real life disability experience delivered by real life people with disability'. We utilised the expertise and lived experience in our team to create a plan that strives to keep the voices of people with lived experience at the forefront. Get Skilled Access consultants, along with M&OP employees, visitors and other agencies who use the M&OP precinct, have collectively consulted on the process to ensure the actions are focused and will deliver real change for disability inclusion and access for the future of M&OP users.

Get Skilled Access is excited to continue to work with and enjoy all that M&OP has to offer. Whether for work or leisure, I look forward to every opportunity to return to M&OP and I hope to see you there!



DYLAN ALCOTT AM
Founder
Get Skilled Access

OUR BUSINESS

The Melbourne and Olympic Parks Trust manages the precinct and its venues for the benefit of all Victorians. The precinct is Melbourne's centre stage for live sports, events and entertainment, and home to iconic venues including Rod Laver Arena, AAMI Park, John Cain Arena and Margaret Court Arena. The newest additions to the precinct are Kia Arena, a multipurpose show-court stadium, and CENTREPIECE at Melbourne Park, a state-of-the-art conference and events centre.

M&OP venues welcome millions of people across hundreds of events annually, including the nation's iconic Grand Slam event, the Australian Open. The precinct's facilities are home to ten national elite men's and women's sporting teams across the NRL, Super Rugby, A-League, AFL, Super Netball and NBL competitions, and our venues regularly host packed-out matches across these codes, from home fixtures to epic grand final showdowns.

The precinct is also known for showcasing the best established and emerging talent in local and international live music and entertainment. Recent and upcoming performers include The Kid LAROI, Midnight Oil, Andrea Bocelli, The Wiggles, Billie Eilish and Elton John.

Located on the banks of the Yarra River, the precinct provides public, recreational space spanning 40 hectares, and is an important community asset. Over the last ten years, the precinct has grown and matured, with nearly \$1 billion invested by the Victorian Government via the Melbourne Park Redevelopment. The precinct serves a dual role as a much-loved and visited space for local community use, and as a world stage for large-scale international events.

The organisation is headquartered at the heart of the precinct in Tennis HQ, and employs 144 permanent staff in a range of operations, venue management and corporate services roles. This core team is supported by a casual events workforce of up to 700 people.

As a world-class, one-of-a-kind sports and entertainment precinct, M&OP is dedicated to providing excellent experiences for every person, every event, every time. This means ensuring M&OP venues, facilities, events, work spaces and public spaces are open, accessible and inclusive to everyone, including people with disability.



THE CASE FOR ACCESSIBILITY & INCLUSION

More than a million Victorians are living with disability.

People with disabilities have historically been more likely to experience stigma, unequal access to services, and exclusion from experiences people without disability might take for granted. The Victorian Government is committed to changing community attitudes and embracing principles of universal design to provide more accessible and inclusive spaces and experiences. M&OP proudly shares this commitment.

The *Disability Discrimination Act (1992)* defines disability as ‘any impairment, abnormality, or loss of function, of any part of the body or mind’.

Types of disability include:

- physical
- intellectual
- psychiatric
- sensory
- neurological
- learning disability
- physical disfigurement
- immunological

1 *Inclusive Victoria: state disability plan (2022–2026)*, Victorian Government, Melbourne

2 *Australian Bureau of Statistics 2018, Disability, ageing and carers, Australia: summary of findings*, Australian Government, Canberra.

Disability in Victoria¹



of Victorians have disability



of people with disability have physical disability



of children under 15 have disability



of people with disability need support with self-care, mobility or communication activities



of Aboriginal people have disability, twice the rate of the general population



of LGBTQIA+ people aged 14 to 21 identify as having disability or long-term health condition

Types of disability²



of Australians with disability are wheelchair users



of disabilities are not visible



are affected by hearing loss, including approximately 30,000 deaf Auslan users with total hearing loss



Australians are blind or have low vision, and that this will increase to 564,000 by 2030



of Australians aged 16 to 85 years, experience a mental health condition in their lifetime

ABOUT THIS PLAN

This plan was developed in partnership with expert accessibility and inclusion consultants, Get Skilled Access, with a shared goal of removing barriers to access and promoting disability inclusion and equity for all.



In recognition of the precinct's role as a world class destination for live music, sport and events, M&OP aims to foster an open, accessible and inclusive approach that ensures every guest, visitor, performer, athlete and employee can fully enjoy the range of experiences on offer.

M&OP acknowledges that people with disability encounter a variety of barriers that may prevent them from fully enjoying or participating equitably in the experiences and services delivered across the precinct, including:

- physical (e.g. paths, doorways, seating, sensory environments)
- attitudinal (e.g. conscious and unconscious bias, negative attitudes)
- communication (e.g. inaccessible information, messaging, signage)
- institutional barriers (e.g. policies, systems, processes)

This DIAP aims to address these barriers, and to embrace the precinct's status as a world-renowned destination in order to promote community cohesion, tolerance and acceptance of difference. M&OP considers diversity to be a strength, and values a variety of perspectives and lived experience, including those of people with disability. Within its sphere of influence, M&OP aims to be a strong advocate for disability access and inclusion at every opportunity.

In developing this plan, M&OP and Get Skilled Access collaborated to undertake close consultation and co-design with employees and customers, including people with disability. Consultation was also undertaken with the carers of people with disability, and with the managers of business units where barriers may currently exist, in addition to the operators of similar precincts, stadiums and organisations.

Every action outlined in this plan is the result of close consultation. People with disability have co-created a plan that prioritises what is important to them and provided guidance on how M&OP can foster an environment that supports their goals and aspirations. Each action has been assigned to a particular team, along with a timeframe for its implementation. Some actions can be achieved very quickly, while others will be more complex and will require more time. Regardless, M&OP is committed to ensuring all actions in this plan are achieved, and that this plan becomes a foundation for ongoing work with our partners, clients, contractors, and tenants to champion equity, inclusion and accessibility across the precinct, and beyond.

A number of priority actions identified during the development of this plan have already commenced, underscoring the M&OP team's commitment to improving access and inclusion by collaborating with clients, partners and Get Skilled Access, including:

- achievement of Sensory Inclusion Certification for the M&OP precinct, including training for staff and the provision of sensory-inclusive experiences for guests through a new partnership with KultureCity, building on existing offerings introduced by John Cain Arena tenant clubs in recent years (Melbourne Vixens, Melbourne United and South East Melbourne Phoenix)
- development and delivery of access and inclusion enhancements for the 2023 Australian Open, including Tennis Australia-led partnerships with Bindi Maps and Travellers Aid
- introduction of online bookings for accessible and companion seating through ticketing partner websites (Ticketek for year-round events, Ticketmaster for the Australian Open)

People with disability have co-created a plan that prioritises what is important to them and provided guidance on how M&OP can foster an environment that supports their goals and aspirations.

OUR INCLUSION STATEMENT



M&OP is committed to achieving continuous progress towards a more inclusive, accessible and equitable precinct and workplace by listening, learning and responding to the needs of people with disability, and by supporting our people with accessible opportunities and exceptional experiences.

How we define 'disability'

Throughout the consultation process, M&OP and Get Skilled Access considered the ways in which 'disability' might be redefined to address negative assumptions and the perpetuation of negative attitudes towards people with disability.

According to the United Nations Convention on the Rights of Persons with Disabilities, "persons with disabilities include those who have long-term physical, mental, intellectual, or sensory impairments, which in interaction with various barriers may hinder their full and effective participation in society on an equal basis with others."

This definition, and its connection to the social model of disability, forms an important building block in the context of this plan.

Defining disability within the M&OP context was considered critical to the success of this plan, and participants in consultation and engagement sessions defined disability as 'just a different way of being', and associated it with themes like 'strength', 'achievement' and 'experience'. It is not a person's disability which is the barrier to their participation, but rather it is the external barriers that prevent full inclusion and participation. If the barriers are removed, people with disability may contribute and participate as full members of an inclusive community.

HOW WE DEVELOPED THIS PLAN

M&OP's DIAP was developed by:

- adopting the objectives and principles outlined in the *Disability Act (2006) (Vic)* and *Inclusive Victoria: State Disability Plan 2022–2026*.
- assessing the prevalence of disability within the organisation through workplace surveys
- undertaking comprehensive consultation and engagement to gather input and feedback
- considering customer research and best practice guidance on disability and access



Engagement activities

The table below summarises the engagement activities undertaken in the preparation of this plan.

Co-design 1	<ul style="list-style-type: none"> • Project Group convened, inc. representatives from across the business, to oversee the development of this plan. • External consultant Get Skilled Access engaged to undertake engagement and develop draft plan.
Pre-consultation communications	<ul style="list-style-type: none"> • Communication plan developed and delivered, including the promotion of engagement opportunities and articulation of the plan's purpose.
Trust/Executive consultation	<ul style="list-style-type: none"> • Trust representatives engaged for consultation and mentoring throughout the DIAP development process. • Education and engagement sessions to inform and empower executive. • Presentation of engagement findings and draft goals/plan to the Trust and relevant Trust subcommittee.
Event engagement	<ul style="list-style-type: none"> • Facilitated engagement sessions for people with disability, including physical and non-visible disabilities, conducted by Get Skilled Access. • Review of qualitative and quantitative digital guest experience research relevant to the guest experience for people with disabilities.
Workforce consultation	<ul style="list-style-type: none"> • Seven workforce engagement sessions. • Casual workforce engagement survey. • Draft goals and actions shared and developed with input from senior leadership, executive and Trust. • Draft plan circulated with staff for feedback.
Stakeholder engagement (Co-design 2)	<ul style="list-style-type: none"> • Business partner engagement inc. ticketing, cleaning, first aid, and catering. • Direct engagement with a range of precinct stakeholders, inc. Tennis Australia, Live Nation, Melbourne Vixens, Melbourne United, Melbourne Victory and Melbourne Storm. • Partner and sponsor engagement.

UNIVERSAL DESIGN PRINCIPLES

The M&OP precinct is a significant public asset, and the organisation is dedicated to ensuring it is accessible and inclusive for all people, including those with disability.

In developing, maintaining and improving its infrastructure, including venues, facilities and open public spaces, M&OP is committed to embedding the seven principles of universal design. These principles ensure the composition of an environment (including any building, product, or service in that environment) provides equitable and flexible use for all people regardless of age, size, ability, or disability.

These principles guide M&OP's masterplanning for the future of the precinct, and have also been central in the development of this plan in identifying barriers and formulating actions to address them, extending beyond the physical environment, and into M&OP's digital environments and communications landscape.

EQUITABLE USE

The design is useful and marketable to people with diverse abilities.

FLEXIBLE IN USE

The design accommodates a wide range of individual preferences and abilities.

SIMPLE & INTUITIVE USE

Use of the design is easy to understand, regardless of the user's experience, knowledge, language skills, or current concentration level.

PERCEPTIBLE INFORMATION

The design communicates necessary information effectively to the user, regardless of ambient conditions or the user's sensory abilities.

TOLERANCE FOR ERROR

The design minimises hazards and the adverse consequences of accidental or unintended actions.

LOW PHYSICAL EFFORT

The design can be used efficiently and comfortably and with a minimum of fatigue.

SIZE & SPACE FOR APPROACH & USE

Appropriate size and space is provided for approach, reach, manipulation, and use regardless of user's body size, posture, or mobility.

SOURCE: <https://sport.vic.gov.au/our-work/participation/inclusive-sport-and-recreation/universal-design>



THE JOURNEY SO FAR

Digital platforms

In 2019, M&OP embarked on a comprehensive review of the digital guest experience. This review included insights from people with both physical and non-visible disabilities, and led to the development of an inclusive Digital Guest Experience Strategy & Roadmap.

In 2022 this strategy saw M&OP's website and venue sub-sites entirely rebuilt, with significant accessibility gains achieved. Language across all digital platforms was reviewed to reflect the 'inclusion model' of disability, and has been designed to comply with the International Web Content Accessibility Guidelines 2.0 to the 'AA' standard.

Accessibility information has been incorporated across M&OP's digital channels, and PDFs have been replaced with screen-readable content and an interactive accessibility map.

Improved information for staff relating to accessible facilities and disability services has been documented in M&OP's key internal resources, ensuring staff are informed and have access to up-to-date information.

Accessible wayfinding

In 2022 a new Precinct Wayfinding Strategy was completed, with Morris Goding Access Consultants engaged as access and inclusion advisors on the project. Principles of universal design were central to the development of the strategy, and research and engagement activities were undertaken to incorporate the needs and views of people with disability.

As part of this project, customer personas – used internally to plan and deliver services to M&OP customers – were also updated to include personas for customers with disability.

It is anticipated the Precinct Wayfinding Strategy will be delivered over a 3-year period, with physical and digital solutions to improve information for planning and improved onsite wayfinding for persons of all abilities.

Ticketing

M&OP actively works with our ticketing partners to improve the booking process and seating options available to guests with disability when attending events.

In 2022, online accessible ticketing was introduced in partnership with Get Skilled Access and Ticketmaster, providing improved options and a more accessible purchasing journey for 500 ticket holders requiring accessible seating.

Testing of a new online booking process for disability seating is currently underway with Ticketek, and a phased rollout is planned for early 2023.

MELBOURNE PARK REDEVELOPMENT

The Victorian Government's near-\$1 billion Melbourne Park Redevelopment has achieved significant accessibility gains across the precinct over the last decade.

Embracing the principles of universal design, the redevelopment delivered two new venues (Kia Arena and CENTREPIECE at Melbourne Park), and included a substantial refurbishment of Rod Laver Arena, reaching new benchmarks in accessibility and inclusion.

Accessibility enhancements achieved through the redevelopment include:

- a new wheelchair-accessible connection to the CBD, with ramps throughout the precinct to improve connections with surrounding transport hubs
- two additional Changing Places facilities (Rod Laver Arena and CENTREPIECE), in addition to the existing facility at John Cain Arena
- increased rest seating throughout the precinct
- hearing augmentation throughout M&OP venues for use by staff and guests
- improved access to internal arena seating, with ramps replacing lifts from the concourse
- better access to the arena floor in Rod Laver Arena, with the inclusion of a floor bar and direct entry into and out of the floor
- upgraded amenities and change facilities
- new food concessions and retail facilities incorporating lower-height accessible service counters
- new, accessible back of house facilities for athletes, performers, and support staff
- additional accessible parking adjacent to CENTREPIECE at Melbourne Park



OUR APPROACH

Throughout the consultation and engagement process, participants identified four clear focus areas, unique to the M&OP context, that will help ensure this DIAP supports and contributes to the priorities outlined

Touch by the Victorian Government
in *Inclusive Victoria:
State Disability Plan
2022–26*.



KEY FOCUS AREAS

1. ATTITUDES & BEHAVIOURS

Attitudes and behaviours towards people with disability are one of the greatest barriers to full access and inclusion. M&OP aims to foster positive attitudes and constructive behaviours through awareness, education, and training.

2. OUR PEOPLE

M&OP aims to improve employment outcomes and opportunities for people with disability by removing barriers to employment and embedding a flexible and inclusive approach for people working across the precinct.

3. SYSTEMS & PROCESSES

Inflexible systems and processes can be alienating and challenging for people with disability, and M&OP is committed to reviewing, analysing, and improving systems and processes across the business with a human-centred approach.

4. LIVEABLE COMMUNITIES

M&OP plays an important role in the social and community life of Victorians, and is dedicated to embracing accessibility, inclusion and the principles of universal design to ensure no community members are excluded.

This plan defines and prioritises M&OP's ambitions for disability access and inclusion over a four-year horizon, and includes a mix of quick wins, medium-term goals and long-term ambitions. In order to deliver on the plan, M&OP is committed to regularly measuring and reporting on its progress, and to consulting and checking in with staff, guests and people with disability to ensure its actions remain aligned to the plan's vision and objectives.

1

ATTITUDES & BEHAVIOURS

M&OP aims to develop and promote an inclusive culture that embraces diversity, including the lived experience of people with disability, as a strength to be recognised. One of M&OP’s core values is ‘open-mindedness’, and the organisation seeks to live this value by encouraging its people to challenge misconceptions about disability, and to address conscious and unconscious biases by championing inclusion at every opportunity.

ACTION 1.1 Enhance learning & development

DESCRIPTION	RESPONSIBILITY	TIMING
1.1.1 Engage with disability experts and advocates to develop and deliver disability awareness training across the organisation, inc. measurement of outcomes and specific training for the People & Culture team.	People & Culture	Dec 23
1.1.2 Provide in-person tours and training to promote staff awareness of existing accessible facilities.	People & Culture Customer Venues	Jun 23

ACTION 1.2 Increase disability awareness

DESCRIPTION	RESPONSIBILITY	TIMING
1.2.1 Raise awareness at events and M&OP forums to celebrate, educate and share stories related to disability.	Communications Customer Venues	Ongoing
1.2.2 Explore partnerships with specialist agencies to support internal disability and DIAP awareness.	Communications People & Culture Customer	Jun 24
1.2.3 Engage with disability experts and advisors to identify guest presenters and speakers with lived experience of disability.	Customer People & Culture	Ongoing

ACTION 1.3 Establish a DIAP committee

DESCRIPTION	RESPONSIBILITY	TIMING
1.3.1 As part of the governance and embedding of M&OP's social & community framework and plans, establish a committee to oversee DIAP delivery.	Customer	Dec 22
1.3.2 Identify and develop disability champions across the organisation.	Customer People & Culture	Jun 23

ACTION 1.4 Celebrate access & inclusion

DESCRIPTION	RESPONSIBILITY	TIMING
1.4.1 Celebrate and communicate the precinct's world-class universal design features across M&OP channels.	Communications	Ongoing
1.4.2 Promote disability access and inclusion initiatives and improvements through ongoing internal and external communications.	Communications	Ongoing

ACTION 1.5 Leverage partnerships

DESCRIPTION	RESPONSIBILITY	TIMING
1.5.1 Develop an external forum to promote a coordinated approach to access & Inclusion across M&OP's ecosystem	Customer	Jun 24
1.5.2 Include accessibility and inclusion as a standard agenda item for formal stakeholder conversations.	Communications	Jun 23

2 EMPLOYMENT

M&OP acknowledges that economic participation for people with disability is a key focus for the Victorian Government, and that improving employment opportunities is a critical success factor. By embracing and embedding inclusive work practices, M&OP aims to create opportunities for people with disability within a best practice employment framework that position the organisation as an employer of choice and a leader in workplace inclusion and accessibility.

ACTION 2.1 Workplace & recruitment review

DESCRIPTION	RESPONSIBILITY	TIMING
2.1.1 Engage independent experts to assess current barriers to accessibility and inclusion across the physical work environment, systems, and processes.	People & Culture	Dec 23
2.1.2 Develop <i>Disability Access & Inclusion Employment Guidelines</i> (Employment Guidelines) to assist the organisation in identifying and eliminating barriers to employment and advancement for people with disability.	People & Culture	Jun 24
2.1.3 Review current recruitment practises, including advertisements, interview processes and position description templates to ensure alignment to the Employment Guidelines.	People & Culture	Dec 23
2.1.4 Review existing position descriptions to ensure alignment with the Employment Guidelines.	People & Culture	Jun 25

ACTION 2.2 Disability recruitment strategy

DESCRIPTION	RESPONSIBILITY	TIMING
2.2.1 Develop a disability recruitment action plan.	People & Culture	Dec 23
2.2.2 Explore partnerships to offer work experience, internship opportunities and/or targeted pathways for people with disability.	People & Culture	Jun 24
2.2.3 Investigate the adoption of targeted recruitment channels to improve recruitment experience for people with disability.	People & Culture	Jun 25
2.2.4 Implement support for leaders and hiring managers to promote inclusive recruitment.	People & Culture	Dec 23
2.2.5 Recognise skills that improve inclusivity and accessibility outcomes across roles, e.g., Auslan, caring experience and lived experience with disability, and provide opportunities for staff to contribute to relevant DIAP Actions.	People & Culture	Dec 23

ACTION 2.3 Disability employment targets

DESCRIPTION	RESPONSIBILITY	TIMING
2.3.1 Explore opportunities to ensure representation of people with disability with M&OP reflects the Victorian community.	People & Culture	Jun 24

ACTION 2.4 Workplace adjustments policy and processes

DESCRIPTION	RESPONSIBILITY	TIMING
2.4.1 Review & enhance M&OP's <i>Workplace Adjustments Policy</i> to embed a human-centred approach	People & Culture	Dec 23
2.4.2 Develop a streamlined onboarding process to personalise the workplace for new and existing employees requiring workplace adjustments, flexible arrangements and/or personal emergency evacuation plans.	People & Culture	Jun 24

ACTION 2.5 Resourcing

DESCRIPTION	RESPONSIBILITY	TIMING
2.5.1 Explore a new full-time equivalent role to drive and support delivery of the DIAP and other social and community plans/initiatives.	Customer People & Culture	Jun 24
2.5.2 Explore the addition of disability and inclusion champions/concierge staff at events.	Venues Customer Workforce Planning	Dec 23
2.5.3 Enhance uniforms to clearly identify disability and inclusion champions, e.g., vests, Auslan name badges etc.	Workforce Planning	Dec 23

3 SYSTEMS & PROCESSES

M&OP recognises that systems and processes can reflect and amplify inherent biases and barriers that exclude or disadvantage people with disability. The organisation seeks to review and improve existing systems and processes, and to embed new barrier-free approaches, to enable our people and customers to enjoy equitable experiences across the precinct, its venues, and in the M&OP workplace.

ACTION 3.1 Accessible office design

DESCRIPTION	RESPONSIBILITY	TIMING
3.1.1 Develop an access and inclusion office design checklist to address accessibility barriers and inform future office upgrades.	Infrastructure People & Culture	Dec 23

ACTION 3.2 WCAG2 compliance

DESCRIPTION	RESPONSIBILITY	TIMING
3.2.1 Review internal and external digital channels (M&OP website, intranet and online learning) to ensure compliance with the Web Content Accessibility Guidelines 2 (WCAG2).	Communications	Jun 23
3.2.2 Develop a checklist for reviewing content to ensure ongoing WCAG2 compliance.	Communications	Dec 23

ACTION 3.3 Procurement

DESCRIPTION	RESPONSIBILITY	TIMING
3.3.1 Review and update construction procurement guidance to include disability access and inclusion requirements >\$ 20M, and considerations in decision-making for projects <\$20M (including but not limited to Victorian Government Universal Design Policy Requirements).	Procurement	Jun 23
3.3.2 Embed disability access and inclusion into the <i>Social Procurement Strategy</i> .	Procurement	Sep 22
3.3.3 Proactively promote M&OP's disability access and inclusion plan to partners and suppliers by embedding a link to the plan in the communications to suppliers and updating RFP and RFQ's encouraging alternative bids (where appropriate) which advance the objectives set out in the strategy.	Procurement	Ongoing

ACTION 3.4 Accessibility & inclusion information

DESCRIPTION	RESPONSIBILITY	TIMING
3.4.1 Continue to improve information about precinct and venue accessibility features on the M&OP website/sub-sites.	Communications Strategy	Ongoing
3.4.2 Develop accessible maps outlining accessible facilities e.g. Changing Places amenities, accessible parking etc.	Customer Communications	Dec 23
3.4.3 Showcase the precinct's inclusivity by including imagery and stories that represent the experience of people with disability.	Communications	Ongoing

ACTION 3.5 Accessible ticketing

DESCRIPTION	RESPONSIBILITY	TIMING
3.5.1 Work with ticketing partners to streamline the process for booking accessible tickets, including online and telephone bookings, to ensure people with disability and accessibility needs have an equal opportunity to secure tickets.	Commercial	Dec 23
3.5.2 Collaborate with clients to improve access to tickets across price categories and experiences, inc. VIP packages	Commercial Venues	Ongoing
3.5.3 Centralise accessibility information and train ticketing staff to provide assistance to guests (including wheelchair accessible car parking, sensory spaces, public transport and accessible wayfinding).	Commercial	Jun 24

ACTION 3.6 Accessible car parking

DESCRIPTION	RESPONSIBILITY	TIMING
3.6.1 Review and improve the booking process for disabled parking to improve accessibility.	Precinct Operations	Jun 24
3.6.2 Highlight accessible car parking processes on precinct and venue websites.	Communications	Dec 23

3 LIVEABLE COMMUNITIES

The M&OP precinct is a place where people come together to make memories that will last a lifetime, and it plays an important role in the social and community life of the city, and the state. M&OP seeks to embrace principles of universal design and human-centred thinking to ensure that people with disability can fully participate in its events and are included in its community of shared experience.

ACTION 4.1 Accessible event and precinct experiences

DESCRIPTION	RESPONSIBILITY	TIMING
4.1.1 Conduct an audit on current accessible ticketing options, including access considerations across different ticketing types and categories.	Ticketing Business Development Venues	Dec 23
4.1.2 Support clients with accessible services including Auslan interpreters, live captioning, raised platforms for accessible floor seating, touch tours and accessible hearing services.	Commercial Venues	Ongoing
4.1.3 Engage with client to support wheelchair accessible seating options across price categories (e.g. access to corporate and VIP experiences and flexible options considering bookings with friends, family, carers and companions).	Commercial Venues	Ongoing
4.1.4 Develop procedures, information and facilities for assistance and service animals attending events.	Customer Venues	Jun 23
4.1.5 Provide facilities and information for charging mobility aides.	Infrastructure Venues	Dec 23

ACTION 4.2 Wayfinding and signage

DESCRIPTION	RESPONSIBILITY	TIMING
4.2.1 Implement Wayfinding Strategy, providing improved accessible digital and physical wayfinding and navigation information.	Customer Communications	Jun 23 – Jun 26
4.2.2 Explore beacon technology to improve wayfinding for persons with disability, including persons with low vision and blindness.	Customer	Dec 23
4.2.3 Improve interactive mapping, including access pathways and facilities.	Customer Communications	Dec 23

ACTION 4.3 Neurodiversity

DESCRIPTION	RESPONSIBILITY	TIMING
4.3.1 Produce social story vignettes that identify the sensory experiences across all venues.	Customer Commercial	Jan 23
4.3.2 Partner with clients to offer relaxed performances for certain event types, e.g. family shows.	Commercial Venues	Ongoing
4.3.3 Draft sensory maps for all venues.	Customer Communications	Dec 23
4.3.4 Provide sensory space in John Cain Arena.	Customer Venues	Jun 23
4.3.5 Gain Sensory Inclusive certification and offer sensory kits at John Cain Arena.	Customer Venues	Jan 23
4.3.6 Gain Sensory Inclusive certification and offer sensory kits at events across other venues.	Customer Venues	Sep 23

ACTION 4.4 Accessible transport

DESCRIPTION	RESPONSIBILITY	TIMING
4.4.1 Assess private vehicular, ride share/taxi, public transport routes, travel times and accessibility to venues.	Precinct Operations	Jun 24
4.4.2 Explore shuttle services for selected events.	Precinct Operations	Dec 23
4.4.3 Explore partnership opportunities with Travellers Aid, PTV and Yarra Trams to provide additional accessible offerings for events.	Precinct Operations	Jun 24

OUR ACTION PLAN

ACTION 4.5 Commercial agreements

DESCRIPTION	RESPONSIBILITY	TIMING
4.5.1 Disability access and inclusion clauses to be incorporated into template commercial and event hire agreements (where possible).	Procurement Commercial	Dec 23
4.5.2 Develop accessible and inclusive event guidelines to be provided to clients.	Commercial Venues	Jun 24

ACTION 4.6 Social and community engagement

DESCRIPTION	RESPONSIBILITY	TIMING
4.6.1 Establish a calendar of disability awareness events to be recognised annually to celebrate disability inclusion and accessibility.	Strategy Customer Communications Food & Beverage	Dec 23
4.6.2 Celebrate International Day of People with Disability.	Customer Communications Venues People & Culture	Dec 23
4.6.3 Provide for accessible hospitality destinations (including restaurants, bars and corporate hospitality).	Food & Beverage Venues	Ongoing
4.6.4 Explore community visitation and recreation opportunities for persons with disabilities to participate in sport and recreation across the precinct, outside of contracted events.	Precinct Operations Strategy Customer	Ongoing

ACTION 4.7 Access audit

DESCRIPTION	RESPONSIBILITY	TIMING
4.7.1 Engage accessibility expertise to complete an access audit across the precinct and venues	Infrastructure Customer	Jun 25

ACTION 4.8 Future planning

DESCRIPTION	RESPONSIBILITY	TIMING
4.8.1 Include the incorporation of universal design principles into the key selection and performance criteria for the selection of the organisation engaged in the Master Plan 2035 process.	Procurement	Dec 23
4.8.2 Embed Universal Design into precinct and venue master planning.	Executive Venues Infrastructure	Ongoing

LEGISLATIVE CONTEXT

The relevant laws, standards and guidelines considered in the development of this Disability Inclusion Action Plan include:

- United Nations Convention on the Rights of Persons with Disabilities (2006)
- United Nations Sustainable Development Goals (2015)
- ISO 21542 International Standard on Building construction —Accessibility and usability of the built environment
- Disability Discrimination Act 1992 (Cth)
- Disability Act 2006 (Vic)
- Inclusive Victoria: State Disability Plan (2022–2026) (Vic)
- Australia’s Disability Strategy 2021–2031
- Disability (Access to Premises – Buildings) Standards 2010
- Australian Bureau of Statistics 2018, Disability, ageing and carers, Australia: summary of findings, Australian Government, Canberra.



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