Victorian Disability Worker Commission and
Disability Worker Registration Board of Victoria

# Corporate Plan 2026–27



Disability Worker Registration Board of Victoria

Victorian Disability Worker Commission

VICTORIA State Government

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# Message from the Commissioner and Chair of the Registration Board

**We are pleased to present the Victorian Disability Worker Commission and Disability Worker Registration Board of Victoria's Corporate Plan for 2026–27.**

Since the Disability Worker Regulation Scheme (Scheme) started on 1 July 2020, the Victorian Disability Worker Commission and Disability Worker Registration Board of Victoria have focused on promoting respect and safety for people with disability with a view to creating a stronger, safer disability sector in Victoria.

Now in its seventh year of delivering regulatory operations for the Commission and sixth year for the Board, we are pleased that our work to date has helped improve safety, quality of care and service standards across the Victorian community for people with disability. Our work continues to meet our legislative requirements as set in the *Disability Services Safeguards Act 2018*.

We aim to carry out our regulatory functions in a way which upholds our values of:

- diversity and inclusion
- independent and fair
- fearless and accountable
- trust and respect
- empathy and dignity.

This plan builds upon the strong foundations laid in our 2024–27 Strategic Plan (figure 1) and the lessons we have learnt since establishing the Scheme. It affirms our commitment to people with disabilities by keeping people with disability at the heart of what we do and in every decision we make.

Our strategic plan identifies 3 pillars where we will have the greatest impact for people with disability. These pillars are:

- **Pillar 1** – Registration and workforce standards for workforce quality
- **Pillar 2** – Safety and compliance
- **Pillar 3** – Strategic engagement

These pillars aim to strengthen trust in disability workers, improve knowledge and capabilities in the workforce, ensure there is an accessible, responsive and balanced process to improve safety and compliance and strategically engage with the sector, the disability community, other regulators and government.

A set of enablers also support our work to achieve our goals including, allocating resources to increase the capability of our staff, monitoring and evaluating our work that has a strong evidence base, maintaining strong systems, supporting strong relationships and managing risk effectively.

To meet the demands of the future and adapt to the rapidly changing operating environment anticipated over coming years, this plan outlines how we will achieve outcomes to drive change and improve quality and safety for people with disability in the short and long term.

We look forward to working with our dedicated staff, members of the Board, stakeholders and the wider disability community to deliver on this plan. Together, we will continue to uphold the rights of people with disability and drive safer, higher quality services delivered by a skilled and valued workforce that places people with disability first.



**Kate Maddern**
**Acting Victorian Disability Worker Commissioner**
**Victorian Disability Worker Commission**



**Melanie Eagle**
**Chair**
**Disability Worker Registration Board of Victoria**

# Our priorities 2026–27

**In 2026–27, we will focus our resources on delivering projects to support and enhance our core regulatory functions and build on our work in previous years.**

Our key strategic projects for 2026–27 to deliver on our strategic pillars are (see table 1):

- improving our case management system to improve data quality and support an evidence- and risk-based approach to regulation
- ensuring culturally safe engagement of Aboriginal and Torres Strait Islander people in our regulatory functions
- clear and efficient approaches to strengthen relationships with co-regulators
- reviewing and improving the complaints experience and identifying service improvements
- supporting the registered and unregistered disability workforce to comply with the Code of Conduct.

We will complement these projects with continuous improvement activities across our strategic pillars and enablers to support the Commission's and Board's regulatory functions:

- Strengthen complaints and investigations functions by improving the delivery of the 'no-wrong-door' approach, reviewing processes and practices to deliver improved safeguarding, consistency and timeliness.
- Continuing to strengthen worker registration by improving our understanding of the registered workforce, supporting workers to meet registration requirements and improving our registration processes.
- Keeping our training and development resources current to support disability workers and promote good regulatory practice.
- Strengthening the Commission's capability through better information management and practical governance for emerging technologies.



## Figure 1: Strategic Plan 2024–27

| Vision | People with disability can choose services that best meet their needs and supports their quality of life, free from abuse and neglect. | | |
|---|---|---|---|
| **Purpose** | **We regulate all workers providing disability services in Victoria, regardless of how the services they provide are funded, setting standards for registration and training, resolving complaints and prohibiting unsafe workers.** | | |
| **Guiding principle** | **People with disability who use disability services have the same rights as other members of the community.** | | |
| **Pillars** | **Registration and workforce standards for workforce quality** | **Safety and compliance** | **Strategic engagement** |
| **Objective** | A registration scheme and workforce standards that strengthen trust in disability workers and improve knowledge and capability of the workforce. | An accessible, responsive and balanced process for notifications, complaints, investigations, and enforcement. | We build an evidence base, evaluate our work, and are a trusted and influential advisor to government, the sector, and disability community. |
| **How we'll do this** | • Requiring all Victorian disability workers to comply with the Code of Conduct.<br>• Advising stakeholders about their obligations under the Code of Conduct.<br>• Reviewing existing standards to align with sector changes.<br>• Ensuring consistent best-practice guidance to comply.<br>• Engaging with the community and the sector to understand ways to improve and prioritise standards for registered workers.<br>• Providing clear, accessible information on the benefits of voluntary registration.<br>• Improving registration processes for timely decision making. | • Targeting communications, particularly to those who will benefit from greater awareness about complaints processes.<br>• Working with service providers to promote safety through mandatory notification reporting.<br>• Engaging with the community, sector, and key stakeholders to understand their experience of and satisfaction with complaints processes.<br>• Enhancing efficiency through improvements in the complaints, notifications, and enforcement processes.<br>• Maintaining referral pathways through a 'no wrong door' policy. | • Promoting the rights of people with disability in our work and advice to government, the sector, and the community.<br>• Based on experience of developing and delivering disability worker registration, identifying key policy issues to contribute to wider reform of disability workforce registration regulation.<br>• Engaging with organisations of people with disability and their advocates, and organisations that represent disability workers, providers, and employers.<br>• Conduct research and evaluation on activities that explore the current challenges, barriers, benefits and opportunities of a registration scheme to inform future direction. |
| **Enablers** | • Continuing to recognise and invest in the capacity and capability of Commission staff and Board.<br>• Monitoring and evaluating our work to provide the evidence base and to consider opportunities for continuous improvement in the context of change.<br>• Maintaining strong systems, technology, internal policies, and processes.<br>• Supporting a strong relationship through clear communication between the Board and Commission and robust governance measures.<br>• Managing risk effectively in our work. | | |

## Table 1: Strategic projects for 2026–27

| Project | Strategic pillar | Project description |
|---|---|---|
| **Improved case management system** | Pillar 1<br>Pillar 2<br>Pillar 3<br>Enabler | Significantly improve capability and functions of our case management system for registration, complaints, notifications, investigations and decisions to address all current and future needs to more efficiently and effectively perform all regulatory functions. |
| **Ensuring Aboriginal and Torres Strait Islander cultural safety and inclusion** | Pillar 1<br>Pillar 2<br>Pillar 3<br>Enabler | Building on work completed in 2025–26 to create a strategy and plan for workforce inclusion and further increase our community engagement.<br>Supporting culturally safe engagement of First Nations people with our regulatory functions consistent with Victorian government objectives. |
| **Managing relationships with co-regulators** | Pillar 1<br>Pillar 2<br>Pillar 3<br>Enabler | With continuing changes to social services regulation in Victoria, the Commission will review how we effectively and efficiently engage with key co-regulators. We will build and strengthen partnerships to strengthen the safeguarding of people with disability and support a quality disability workforce. |
| **Review and improve complaints experience** | Pillar 2 | Understanding our complaints experience from people who participate and identify service improvement by developing and implementing an approach to seek feedback from complainants. |
| **Supporting the workforce to meet the Code of Conduct** | Pillar 1<br>Pillar 2<br>Pillar 3 | Compliance with the Code of Conduct is a regulatory obligation of all disability workers, including registered disability workers.<br>This project will deliver practical and constructive resources on the Code of Conduct to maximise compliance with the Code and improve worker conduct. This will be achieved by developing information and resources in the form of a webinar series about the elements of the Code of Conduct. |

# Tracking our performance

**The Commission and the Board's monitoring, evaluation and learning framework was developed to ensure the Commission and the Board have the tools needed to make well-informed, evidence-based decisions.**

The 2024–27 Strategic Plan provides an overview of how we will achieve our long-term vision by outlining the initiatives that will contribute to our key objectives. These initiatives are aligned to the key outcome areas outlined in our monitoring, evaluation and learning framework. To ensure we regularly monitor our activities against this framework, we undertake the following activities:

- Regular review of key performance indicators and measures – the Commission monitors a range of key performance indicators and measures on a monthly basis across these pillars and uses them to help us inform our operations. The Commission reports these each quarter to the Board, and we publish an annual summary in our annual report.
- Performance reporting against our corporate plan – the Commission monitors progress against our key strategic projects and actions monthly and updates the Board regularly on this progress.

# Approach to risk management

**We have taken a Scheme view of our risks agreed through our regulatory management agreement between the Commission and Board. The significance of these risks and mitigation strategies will vary over time. Broadly, our identified risks relate to:**

- providing adequate safeguards to prevent and respond to abuse and neglect
- promoting the Scheme and supporting the professionalisation of the disability workforce to enhance the quality and safety of services disability workers provide
- the effective operation of the Scheme, appropriate resourcing and well-supported Commission and Board to deliver outcomes

Operational risks are actively managed through ongoing internal assessments and delivery of an internal audit plan that actively addresses the way the Board and Commission operate to manage the Scheme. When required, these risks are escalated, for example via the shared Audit and Risk Committee or directly with the Commissioner and Board Chair.

**Acknowledgement of Country**

We proudly acknowledge Victoria's First Nations peoples and their ongoing strength in practising the world's oldest living culture. We acknowledge the Traditional Owners of the lands and waters on which we live and work and pay our respect to their Elders past and present. We acknowledge the ongoing role of the Aboriginal community in supporting those with disability and the importance of listening to these voices.

**Acknowledgement of lived experience**

We acknowledge people with disability and disability workers whose lived and professional expertise informs our work. We recognise the time, knowledge and experiences they contribute to strengthening disability services, safeguards and worker practice across Victoria.

**Accessibility statement**

Contact us to receive this document in another format. Please phone the Victorian Disability Worker Commission on 1800 497 132, or email the Commission, info@vdwc.vic.gov.au.

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For more information visit About the National Relay Service, www.accesshub.gov.au/about-the-nrs.

The Commission and Board are statutory entities of the State Government of Victoria created under the *Disability Service Safeguards Act 2018* (Vic).

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Except where otherwise indicated, the images in this document show models and illustrative settings only, and do not necessarily depict actual services, facilities or recipients of services. This document may contain images of deceased Aboriginal and Torres Strait Islander peoples.

In this document, 'Aboriginal' refers to both Aboriginal and Torres Strait Islander people. 'Indigenous' or 'Koori/Koorie' is retained when part of the title of a report, program or quotation.

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