



MAP Co Disability Action Plan 2025-28

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The Melbourne Arts Precinct Corporation acknowledges the Traditional Owners, the Wurundjeri Woi-wurrung people, on whose land we gather and work. We also acknowledge the neighbouring Kulin Nation groups, the Boonwurrung and Bunurong people. We respect their traditions and embrace their traditional and contemporary expression.

i. Glossary and Acronyms

AAV	Arts Access Victoria
DAWG	Disability Action Working Group. Internal MAP Co working group
DAP	Disability Action Plan
Deaf and Disabled	Inclusive of anyone with a lived experience of disability. This could be visible or invisible; sensory or physical; neurodiverse; cognitive; intellectual or developmental; mental health or illness. Deaf is used to respect the right of the Deaf community to label their experience as one of cultural and linguistic difference
DDA	<i>Disability Discrimination Act 1992</i>
DV	Development Victoria. State Government Statutory Authority and Delivery Agency for the MAPT Project
Fed Square	The civic space located at the corner of Flinders and Swanston Streets in Melbourne. Also known as Federation Square
Melbourne Arts Precinct	The area starting at Fed Square, extending south across the Birrarung, down Sturt Street, and through to Southbank and beyond. The Melbourne Arts Precinct has one of the highest concentrations of arts, cultural and creative organisations in the world, including Arts Centre Melbourne, National Gallery Victoria, ACMI, Koori Heritage Trust, The Australian Ballet, Melbourne Recital Centre, Malthouse Theatre, Australian Centre of Contemporary Art, University of Melbourne, and Melbourne Theatre Company
MAP Co	Melbourne Arts Precinct Corporation. The State Business Corporation entity as described in this document
MAPT	The Melbourne Arts Precinct Transformation project. The project will deliver The Fox: NGV Contemporary – a new gallery dedicated to art and design, significant upgrades to Arts Centre Melbourne’s Theatres Building, and Laak Boorndap a new 18,000 square metre urban garden
VDA	<i>Victorian Disability Act 2006</i>

1. Introduction

1.1. About MAP Co

Introduction

Established by the Victorian Government in 2022, Melbourne Arts Precinct Corporation (MAP Co) harnesses the collective creativity of the Melbourne Arts Precinct. Stretching from the high bank of the plentiful Birrarung, southward, this place has long been a gathering place for the Wurundjeri Woi-wurrung people and visiting Kulin Nations over tens of thousands of years, and through successive waves of construction of the city of Melbourne. MAP Co builds on the rich assets created by previous generations in support of a bold contemporary vision.

MAP Co leads the Melbourne Arts Precinct Transformation (MAPT), Australia's largest ever cultural infrastructure project, encompassing The Fox: NGV Contemporary and the significant upgrades to Arts Centre Melbourne (ACM), joined together by Laak Boorndap, the new 18,000sqm of green public space that will connect the Melbourne Arts Precinct in a seamless and immersive cultural experience and support biodiversity. It also takes on the management and operations of Fed Square and is responsible for connecting a single continuous art, civic, and cultural precinct stretching from Fed Square through Southbank. Once the transformation is complete, MAP Co will also manage and activate Laak Boorndap.

Vision

We foster, support, build and champion shared cultural and creative spaces, places of gathering and diversity, connecting our past and present, our cultures and storylines now and for future generations.

Purpose

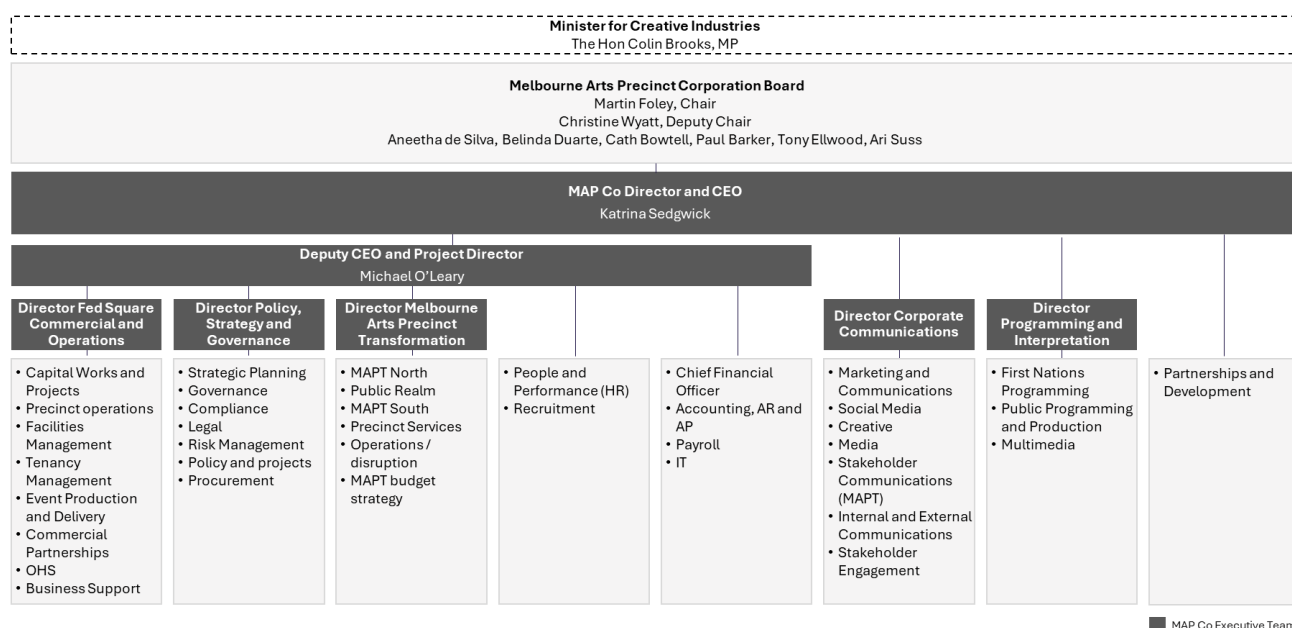
MAP Co provides leadership and strategic direction for the transformation of the Melbourne Arts Precinct, and the operation of Fed Square.

Governance and Organisational Structure

MAP Co is a State business corporation established under *the State Owned Enterprises Act 1992*. MAP Co's purpose, on behalf of the State, is to:

- provide leadership and strategic direction for the transformation of the Melbourne Arts Precinct Designated Area, and the precinct around the Designated Area, into a world class civic, cultural, arts and creative precinct
- own, control, manage, operate, promote and develop Fed Square and other MAP Co managed sites, and
- manage public spaces and shared services supporting Melbourne arts precinct sites

The MAP Co governance structure includes a corporate governance model for the Board that is integrated with a capital project governance model for the MAPT project.



Operationally, MAP Co delivers across three Strategic Objectives, supported by five enablers:

Strategic Objectives

- MAPT:** On budget, on time delivery of the \$1.7 billion capital project, and management of business continuity impacts of the build
- Fed Square:** Revitalisation, management and ongoing operations
- Arts Precinct Leadership:** Whole-of-project leadership, linking the benefits from the MAPT project with the broader arts precinct and allied projects

Enablers

- Governance
- People, culture and capability
- Corporate communications
- Financial sustainability
- Systems, process and information technology (IT)

1.2. DAP Background and Context

Alignment to MAP Co's Corporate Plan

Actions to support MAP Co's Corporate Strategic Objectives 2: Fed Square and 3: Arts Precinct Leadership are the main focus of the MAP Co Disability Action Plan 2025-28 (DAP).

MAP Co Strategic Objective 1: MAPT is a state capital works project, currently in the design and construction phase. MAPT is being delivered in partnership with Development Victoria (DV), NGV, ACM and Creative Victoria. MAP Co is collaborating with partners and contractors during design and construction to enable accessibility and ease of movement through the future public facing areas across the precinct.

Due to the shared responsibility for governance, reporting and project delivery during this phase, MAP Co is not including detailed accessibility actions for MAPT in this iteration of the DAP.

Once open, MAP Co will have responsibility for operating Laak Boorndap, the new 18,000 square metre urban garden. It is planned that Laak Boorndap will be incorporated more comprehensively in the next DAP 2028+.

DAP Development

The DAP outlines a range of activities that MAP Co will undertake to improve accessibility across the organisation and increase inclusion for Deaf and Disabled people in MAP Co's places.

The DAP has been developed by a staff working group with representatives from:

- Corporate Communications
- People and Culture
- Policy, Strategy and Governance
- Fed Square Commercial and Operations
- Programming and Interpretation
- Melbourne Arts Precinct Transformation (MAPT) project

Arts Access Victoria (AAV) has provided expert advice during the development of the plan. This has included consultation with a group of Deaf and Disabled advisers to include actions that respond to the issues and concerns of Deaf and Disabled people.

Terminology and Language

The selection and use of terminology within this plan has been informed by AAV and Deaf and Disabled advisers. MAP Co is applying the social model of disability, which defines disability as stemming from places, services and structures that are not accessible or inclusive, to guide its approach in this plan. In the social model of disability, it is the physical, communication, social and attitudinal barriers that create disability, and removing them can create equity. This plan seeks to empower everyone at MAP Co to understand and help remove these barriers.

Person-first language (people with disability) and identity-first language (disabled people) are both currently used at MAP Co. In this plan identity-first language is employed and actions

within the plan will encourage adoption of identity-first language across MAP Co. MAP Co recognises that individuals or groups may have a preference for person-first or identity-first language and these preferences should be both understood and respected.

This plan also recognises that Deaf people often identify as being part of a specific cultural group with its own first language and as such Deaf terminology is used throughout.

The *Disability Discrimination Act 1992* (DDA) provides a broad definition of disability including physical, intellectual, psychiatric, sensory, neurological, learning-related and medical conditions. This includes disabilities a person has, used to have, may have in the future, or is implied to have, and can be permanent or temporary. This definition, by necessity, adheres to the medical model of disability.

In developing this plan, MAP Co recognises the inherent tension between these definitions and the associated approaches to disability, and will seek to balance obligations under the DDA with strategies and actions couched within the social model of disability.

Legislation and Policy Context

The plan has been created within the context of both the DDA and the *Victorian Disability Act 2006* (VDA). The DDA provides protection for everyone in Australia against discrimination based on disability in areas of life including employment, education, access to premises, and provision of goods and services. The DDA also protects people who have some form of personal connection with a person with a disability, like relatives, friends, carers and co-workers, if they are discriminated against because of that connection or relationship. The VDA protects the rights and needs of people with disabilities as well as strengthening the disability services that are provided for them. Section 38 of the VDA requires all Victorian public sector bodies to prepare and report against disability actions plans.

This plan has also been developed with reference to the Australian Human Rights Commission (AHRC) Disability Action Plan Guide 2021, [Inclusive Victoria State Disability Plan 2022-2026](#) and the [United Nations Convention on the Rights of Persons with Disabilities](#).

2. Implementation, Monitoring and Reporting

The DAP is an identified action within the MAP Co Corporate Plan. MAP Co will use existing structures to provide oversight and accountability for DAP implementation. This includes the MAP Co Board, CEO and Executive Leadership team. MAP Co reports annually on accessibility activities and compliance with DDA obligations as part of the Board endorsed Annual Report.

All departments of MAP Co have responsibility for achieving the goals of the DAP, while the Director and CEO has overall accountability for the development and delivery of the DAP. Responsibility for individual actions sit with nominated Executives or Managers as identified throughout the plan.

MAP Co's approach is integrated and holistic. The plan identifies the need for the allocation of appropriate resources coupled with embedding access and inclusion as part of business as usual.

Implementation of the DAP will be supported by a Disability Action Working Group (DAWG) comprised of representatives across MAP Co departments. The DAWG will meet on a regular basis to drive and monitor implementation.

MAP Co commits to work with representatives of the Deaf and Disabled community on an ongoing basis to inform the design and delivery of the MAPT project, and Fed Square spaces, programs and communications operations.

A mid-point review of the DAP will be completed in 2026 where actions will be updated and new actions added, if required, to ensure the plan remains relevant, achievable and impactful.

In addition to governance and internal reporting, MAP Co will adopt a variety of approaches to receive feedback from the public, and publish progress, achievements, and acknowledge areas for improvement. MAP Co will continue to collaborate with Deaf and Disabled communities where required, to reach individuals and communities where they are and how they prefer contact, for example online and in person, Auslan and audio described, alone and together, known and anonymous.

3. Goals and Impact

Removing barriers to access across MAP Co is of strategic importance to the organisation in line with United Nations Sustainable Development Goal 10 – reduce inequalities. The shared cultural and creative spaces MAP cooperates should be inclusive and welcoming for diverse communities, including staff, visitors, artists, performers, and partners.

MAP Co will collaborate with and create opportunities for representation and participation of Deaf and Disabled communities. Equity and inclusion will be achieved by working in partnership, and MAP Co will build relationships and seek out advice to inform our accessibility initiatives.

The DAP outlines three organisational goals for accessibility:

1. MAP Co's places are inclusive and accessible for staff, visitors, performers and partners
2. Engagement with Deaf and Disabled people informs MAP Co's accessibility and inclusion activities
3. Opportunities for Deaf and Disabled representation and participation are identified and established

DAP Objectives, actions and activities are organised into areas aligned to the Organisational Structure.

1. Leadership, Governance and Capacity
2. Places and Spaces
3. Events, Programming and Interpretation
4. Communications and Marketing
5. People and Culture

The impact of MAP Co's actions will be assessed by:

- Increase in the number of Deaf and Disabled employees, partners, visitors, and audiences
- Increase in number of Deaf and Disabled collaborators producing events, activities and publications
- Increase in representation of Deaf and Disabled performers and content

- Improvement in the experience of access and inclusion across MAP Co places and channels by employees, contractors, producers, hirers, visitors, readers, and audiences

4. Disability Action Plan Framework

GOALS	MAP Co's places are inclusive and accessible for staff, visitors, performers, and partners		Engagement with Deaf and Disabled people informs MAP Co's accessibility and inclusion activities		Opportunities for Deaf and Disabled representation and participation are identified and established
AREA	1. Leadership, Governance and Capacity	2. Places and Spaces	3. Events, Programming, and Interpretation	4. Communication and Marketing	5. People and Culture
OBJECTIVES	<ul style="list-style-type: none"> • Accessibility is championed by MAP Co leadership • MAP Co is a precinct leader in inclusion and advocates for sector change • Accessibility and inclusion are coordinated and resourced 	<ul style="list-style-type: none"> • Access in Fed Square is improved, including auditory, environmental, sensory and visibility enhancements • Venues and tenants are encouraged to improve access and inclusivity in their venues • Deaf and Disabled people inform access for the future Laak Boordap 	<ul style="list-style-type: none"> • Collaboration with Deaf and Disabled performers, producers, organisations and audiences increases inclusion and participation • Deaf and Disabled people lead and participate in production and presentation • Organisers, staff and contractors are equipped to support accessibility needs before, during and after activities 	<ul style="list-style-type: none"> • Communications and marketing collateral and channels are reviewed and updated to increase accessibility • Places, events, programming, and interpretation are supported by accessible communications 	<ul style="list-style-type: none"> • HR policies, procedures and practices increase equity in the workplace • Deaf and Disabled representation in the workplace is increased • MAP Co staff are empowered to promote accessibility

ACTIONS	<p>1.1 Build Board and Executive awareness and capability</p> <p>1.2 Commit to working with Deaf and Disabled advisers</p> <p>1.3 Establish MAP Co wide coordination for accessibility and inclusion</p>	<p>2.1 Investigate and implement accessibility upgrades and mitigations for Fed Square</p> <p>2.2 Encourage accessibility improvements of Fed Square tenancies as part of planned refurbishments</p> <p>2.3 Engage with disability advisers throughout the design and construction of Laak Boorndap</p> <p>2.4 Advocate for accessibility consideration with DV and managing contractors during construction of all packages</p>	<p>3.1 Engage disabled producers and performers and disability organisations to lead and participate in events and programming production</p> <p>3.2 Ensure events and programming are accessible for audiences</p> <p>3.3 Ensure accessibility requirements form part of Event Production for internal and external producers</p> <p>3.4 Promote accessible options for hirers</p>	<p>4.1 Better engage with Deaf and Disabled community through their preferred channels</p> <p>4.2 Review and update communications systems, tools and channels to respond to current accessibility requirements</p> <p>4.3 Develop and implement accessible collateral and language guidelines for MAP Co outlets and publications</p> <p>4.4 Promote and support MAP Co accessibility and inclusion information</p>	<p>5.1 Implement practices, training and activities to increase staff inclusion</p> <p>5.2 Build inclusive recruitment practices</p> <p>5.3 Celebrate and promote inclusion</p>
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4.1. Leadership and Governance

Achieving MAP Co's accessibility goals will require champions at all levels of the organisation. As MAP Co builds capability and experience, the allocation of resources and education will enable all people working with MAP Co - staff, contractors, tenants, hirers, producers and practitioners – to embed accessibility in their work.

Priority Activities

- Establish a Disability Action Working Group (DAWG)
- Engagement with Deaf and Disabled representatives by Leadership on activities, where identified

4.2. Places and Spaces

Fed Square

Fed Square is the gateway to the arts precinct, and as Melbourne's public square it is the civic, cultural and community heart of the city. It also home to three of Victoria's major cultural institutions: ACMI – Australia's Museum of Screen Culture, the Koorie Heritage Trust (KHT) and The Ian Potter Centre: NGV Australia.

Fed Square is Melbourne's premier meeting place, tourist destination and event venue for thousands of events a year since opening in 2002, it has seen more than 110 million visits.

In 2019, Fed Square was listed on the Victorian Heritage Register, the youngest building in Australia to ever be recognised in this way.

Fed Square is comprised of different spaces, which have a variety of accessibility benefits and challenges. The public square is a vibrant open amphitheatre, frequently attracting large numbers of people and events with lots of infrastructure. Yet for some the crowds, cobble stones, stairs, gradient, and minimal weather protection can be a barrier. The atrium is a cool, even grade area through which visitors can access a lift to the main square, entry to NGV Australia, and a selection of food and beverage outlets. It can be a great experience, however some visitors report it's not well known or promoted. Experiences of accessibility within Fed Square can vary wildly depending on people's needs and knowledge of the space.

To improve the experience of accessibility at Fed Square, MAP Co will implement site upgrades and improvements where possible and in line with heritage requirements, including better event layouts and equipping staff to better support Deaf and Disabled visitors quickly and knowledgeably.

MAP Co will also work with cultural institutions, bars and restaurants to improve their knowledge and support them to adapt their spaces to become more accessible.

Priority Activities

- Investigate and implement site upgrades
- Encourage accessibility improvements in Fed Square tenancies

Melbourne Arts Precinct Transformation

The Victorian Government's visionary investment in MAPT will secure Melbourne's reputation as a leading creative and cultural destinations in the world. The project will build the new The Fox: NGV Contemporary gallery, deliver major upgrades to Arts Centre Melbourne, and create Laak Boorndap, the new 18,000sqm urban garden.

It will transform the arts precinct and Southbank area for residents, visitors and workers as it is planted for beauty all the year round, with biodiversity and climate change readiness at its core. It will connect Southbank to the Birrarung and reflect its Wurundjeri Country location.

After opening in 2028, MAP Co will be responsible for operating Laak Boorndap. As part of the design process, MAP Co will work with architects to build accessibility into the space, including minimising stairs and steep gradients, providing a variety of spaces to accommodate low and high sensory needs and preferences, and creating connections between more locations across the Melbourne arts precinct and Melbourne CBD.

Priority Activities

- Engagement and feedback with Deaf and Disabled advisers on urban garden design

4.3. Events, Programming and Interpretation

Fed Square is an iconic destination and Melbourne's gathering place. MAP Co is responsible for programming Fed Square's spaces, and collaborates with creative, cultural and sporting institutions, producers, practitioners and community organisations to deliver unforgettable experiences.

There are opportunities to expand our programming with Deaf and Disabled people and organisations. MAP Co will build relationships with producers, performers and organisations to create inclusive and representative activations. Collaboration and partnership will form the basis for a growth in events and programs delivered with Deaf and Disabled creators and an increase in attendance to Fed Square.

MAP Co will also build our capability to provide safe, inclusive and welcoming places. There will be a focus on developing staff knowledge and skills to adapt and respond to the needs of all types of visitors.

The impact of these networks and capabilities will be extended after 2028 when MAP Co commences operations of Laak Boorndap.

Priority Activities

- Build relationships to program works by and with Deaf and Disabled practitioners, increasing capability and capacity
- Provide Disability Awareness training for programming and events including security, ground staff, events team, programming team, venue supervisors

4.4. Communications and Marketing

MAP Co's communications and marketing supports all our activities and is critical to visitors' experiences of Fed Square and the future Laak Boorndap. People intending to come will seek out information ahead of their journey and plan accordingly. For everyone who visits, information needs to be in a format and language that they can access. For Deaf and Disabled people, it can also mean making choices depending on where there are barriers, for example an entry point without stairs, or avoiding a high-sensory area. Providing accurate, specific information in different formats will provide visitors the knowledge to understand our spaces and provide confidence to navigate the spaces and have the best experience when they come.

For MAP Co this means increasing the accessibility of our communications and making materials available in a variety of languages and types (e.g. plain English, audio described, Auslan interpreted) via a variety of channels and collateral types (e.g. web, hard copy, and apps) that include information about our places, in advance (e.g. digital and physical maps, sensory stories, etc) and onsite (e.g. wayfinding and signage, digital navigation, etc).

Priority Activities

- Engagement with Deaf and Disabled advisers to inform wayfinding and signage strategy development
- Review and update Melbourne Arts Precinct website accessibility

4.5. People and Culture

MAP Co's people are vital to achieving our accessibility goals. Providing an inclusive and accessible workplace for all staff provides a strong foundation for broader change and impact.

As a public entity, MAP Co is required to meet state and federal government discrimination and accessibility obligations. MAP Co's People and Culture aim is to extend beyond compliance and create a workplace and culture that attracts and supports Deaf and Disabled employees.

Providing training and awareness programs will also increase staff knowledge of accessibility and build their capacity to become inclusion champions and advocates.

Priority Activities

- Implement disability training and awareness initiatives for MAP Co staff
- Review policies and procedures for opportunities to increase employee access inclusion during recruitment and ongoing

5. Disability Action Plan Activities

1 Leadership, Governance and Organisational Capacity

1.1 Build Board and Executive awareness and capability

Number	Activity	Responsibility	Timeline	Measure of success	Monitoring/Evaluation
1.1.1	Provide accessibility leadership training tailored to the Executive and delivered to enhance understanding of a diverse and inclusive workforce	CEO	2025-26 and annually	Delivery of an executive presentation/ workshop by a leading disability advocate	Survey Executive reflecting on key take aways
1.1.2	Establish annual DAP progress reporting to the Board via a written report	Director Policy, Strategy and Governance	2024-25 and ongoing	DAP updates presented to the Board via papers and a presentation bi-annually	Annual Board Report

1.2 Commit to working with Deaf and Disabled advisers

Number	Activity	Responsibility	Timeline	Measure of success	Monitoring/Evaluation
1.2.1	Engage with Deaf and Disabled representatives as part of DAP implementation	Deputy CEO	2024-25 and ongoing	Regular communications with advisers completed	Quarterly DAWG update Annual Board Report
1.2.2	Quarterly review of DAP implementation progress as part of MAP Co Business Plan reporting plus identification of new/revised activities and initiatives	Deputy CEO	2024-25 and ongoing	Plan reviewed and monitored quarterly	MAP Co Annual Business Plan reporting

1.3 Establish MAP Co wide coordination for accessibility and inclusion

Number	Activity	Responsibility	Timeline	Measure of success	Monitoring/Evaluation
1.3.1	Establish a Disability Action Working Group (DAWG) to advocate and lead change within business units, led by Executive	Deputy CEO	2024-25 and ongoing	4 meetings annually minimum	Annual Board Report
1.3.2	Allocate financial and staff resources to DAP actions as required for implementation	Deputy CEO	2024 -25 and annually	Annual budget allocated Special and major projects considered as part of annual budget bid process	Annual Budget and Business Plan
1.3.3	Investigate options to incorporate Deaf and Disabled inclusion in procurement requirements	Director Policy, Strategy and Governance	2026-27	Deaf and Disabled employment included as a Social Benefit in procurement	Quarterly DAWG update

2 Places and Spaces

2.1 Investigate and implement accessibility upgrades and mitigations for Fed Square

Number	Activity	Responsibility	Timeline	Measure of success	Monitoring/Evaluation
2.1.1	In conjunction with wayfinding upgrades, update vertical transportation	Director Commercial and Operations	2024	Upgrades completed	Annual DAP Board Report
2.1.2	Update lift technology for accessible communications including emergency text options	Director Commercial and Operations	2024-25	Upgrades completed	Annual DAP Board Report
2.1.3	Review existing pathways and ramps for DDA gradient compliance and upgrade as necessary	Director Commercial and Operations	2026-28	Upgrades completed	Annual DAP Board Report
2.1.4	Investigate options for the installation of a visible accessible pathway in the Main Square	Director Commercial and Operations	2026	Investigation completed	Quarterly DAWG update
2.1.5	Investigate options for upgrading technology to meet best practice and user needs including upgrade of the hearing loop	Director Commercial and Operations	2024-25	Investigation completed	Quarterly DAWG update
2.1.6	Undertake installation and implementation of site upgrades where required	Director Commercial and Operations	2026 ongoing	Upgrade plan implemented	Annual DAP Board Report
2.1.7	Investigate options for the design and installation of additional shading within the Main Square	Director Commercial and Operations	2026	Upgrade plan implemented	Quarterly DAWG update

2.2 Encourage accessibility improvements of Fed Square tenancies as part of planned refurbishments

Number	Activity	Responsibility	Timeline	Measure of success	Monitoring/Evaluation
2.2.1	Update future leases and fit out guides to have a requirement to investigate improvements for accessibility	Director Commercial and Operations	2024-25	Lease Clause and fit out guide updated	Quarterly DAWG update
2.2.2	Develop specific guidelines to support tenants on how to communicate about accessibility including guidelines on updating websites on accessible options	Director Commercial and Operations	2024-25	Guidelines developed and launched	Annual Board Report
2.2.3	Ensure an accessibility audit of Tenancy Premises is undertaken and prioritised as part of any tenant refurbishment activity	Director Commercial and Operations	2024-25	Audit completed	Quarterly DAWG update Annual Board Report

2.3 Develop and implement a process for accessibility feedback during Laak Boorndap design

Number	Activity	Responsibility	Timeline	Measure Of Success	Monitoring/Evaluation
2.3.1	Engage with Deaf and Disabled advisers throughout the design and construction	MAPT Director	2023-24 and ongoing	Recommendations incorporated into design	Accessibility reviews of design included at key milestones Register of recommendations and actions maintained

2.4 Advocate for accessibility consideration with DV and managing contractors during construction of all packages

Number	Activity	Responsibility	Timeline	Measure Of Success	Monitoring/Evaluation
2.4.1	Liaise with DV to advocate for accessibility consideration during construction	MAPT Director	2023-24 and ongoing	Accessibility advice supplied	MAPT Communications working group
2.4.2	Support DV to provide access information for precinct users during construction	MAPT Director	2023-24 and ongoing	Facilitate engagement with Deaf and Disabled advisers	MAPT Communications working group

3 Events, Programming and Interpretation

3.1 Engage disabled producers and performers to lead and participate in events and programming production

Number	Activity	Responsibility	Timeline	Measure of success	Monitoring/Evaluation
3.1.1	Build relationships with Deaf and Disabled organisations and individuals to inform inclusive programming	Programming and Interpretation Director	2024-25	Engagement with Deaf and Disabled organisations, communities and individuals is established	Partnership evaluations
3.1.2	Maintain networks with Deaf and Disabled programmers	Programming and Interpretation Director	2025-26 and ongoing	Increase in Deaf and Disabled productions/events	Partnership evaluations
3.1.3	Pilot accessible events in partnership with disability advisers, performers, producers, companies, etc.	Programming and Interpretation Director	2024-26	Events include performers and/or are produced by Deaf and Disabled people	Visitor attendance Visitor surveys and evaluation

Number	Activity	Responsibility	Timeline	Measure of success	Monitoring/Evaluation
					Performer evaluation and surveys

3.2 Ensure events and programming are accessible for audiences

Number	Activity	Responsibility	Timeline	Measure of success	Monitoring/Evaluation
3.2.1	Implement and monitor minimum accessibility standards and requirements across events and programming	Programming and Interpretation Director	2025-28	<p>Live performances are Auslan interpreted and/or Audio Described where appropriate</p> <p>Mandatory accessible viewing areas for all events</p> <p>Screen presentations include closed captions where appropriate</p> <p>Recurrent events include low sensory sessions where appropriate</p>	<p>Visitor attendance</p> <p>Visitor surveys and evaluation</p> <p>Performer evaluation and surveys</p>

3.3 Ensure accessibility requirements form part of Event Production for internal and external producers

Number	Activity	Responsibility	Timeline	Measure of success	Monitoring/Evaluation
3.3.1	Provide mandatory Disability Awareness training for security, ground staff, events team, programming team, venue supervisors	Director Commercial and Operations	2024-25	90% of MAP Co event and site staff receive training in year 2 2 trained MAP Co staff reps onsite at all events	Contract evaluations Visitor attendance Visitor surveys and evaluation Performer evaluation and surveys
3.3.2	Establish protocols for access support and referrals during events	Director Commercial and Operations	2025-26	2 trained MAP Co staff reps onsite at all events	Contract evaluations Visitor attendance Visitor surveys and evaluation Performer evaluation and surveys
3.3.3	Collaborate with accessibility and inclusion organisations to support events and activities where required (e.g. Travellers Aid)	Director Commercial and Operations	2024-25	Reported improvement in visitor accessibility experiences	Contract evaluations Visitor attendance Visitor surveys and evaluation Performer evaluation and surveys
3.3.4	Develop event accessibility requirements incorporating recommendations disabled advisers and event producers	Director Commercial and Operations	2024-25	Event operations manual updated and operational	DAWG Report to Deputy CEO Audience evaluations and feedback

Number	Activity	Responsibility	Timeline	Measure of success	Monitoring/Evaluation
3.3.5	Implement accessible Event Operations manual incorporating appropriate accessible event site plans, checklists and guidance	Director Commercial and Operations	2025-26	100% of internal productions complete checklists Reported improvement in visitor accessibility experiences	DAWG Report to Deputy CEO Audience evaluations and feedback

3.4 Promote accessible options for hirers

Number	Activity	Responsibility	Timeline	Measure of success	Monitoring/Evaluation
3.4.1	Create a checklist of venue accessibility	Director Commercial and Operations	2025-26	Checklist completed and in use Number of downloads/ requests	Audience and hirer evaluations
3.4.2	Create and distribute accessibility options collateral	Director Corporate Communications	2025-26	Number of downloads/ publications	Audience evaluations and feedback

4 Communications and Marketing

4.1 Better engage with Deaf and Disabled communities through their preferred channels

Number	Activity	Responsibility	Timeline	Measure of success	Monitoring/Evaluation
4.1.1	Investigate best practice for Deaf and Disabled engagement for marketing and communications including print, web and digital	Director Corporate Communications	2024-25	Desktop research completed with list of guiding principles	Demonstrated adoption of accessible language guidelines across communication channels

Number	Activity	Responsibility	Timeline	Measure of success	Monitoring/Evaluation
4.1.2	Integrate the communication requirements of Deaf and Disabled communities into overarching Corporate Communications Strategy	Director Corporate Communications	2025-26	Increased engagement with and visitation by Deaf and Disabled people	Audience and visitor surveys Visitor analytics
4.1.3	Create mechanisms and processes to seek, receive and action feedback about accessibility, in collaboration with Facilities, Events and Programming	Director Corporate Communications	2024-25	100% of feedback is acknowledged	Audience evaluations and feedback Visitor analytics

4.2 Review and update communications systems, tools and channels to respond to current accessibility requirements

Number	Activity	Responsibility	Timeline	Measure of success	Monitoring/Evaluation
4.2.1	Investigate feasibility of engaging a signage and wayfinding consultant to consult on existing organisational strategy	Director Corporate Communications	2024-25	Feasibility report developed	Quarterly DAWG Report
4.2.2	Identify and implement, where feasible, interim signage and wayfinding needs	Director Corporate Communications	As required	Interim signage and wayfinding implemented	Consultation with Deaf and Disabled advisers conducted
4.2.3	Engage with Deaf and Disabled advisers during wayfinding strategy development	Director Corporate Communications	2025-2026	Adviser recommendations considered and incorporated where feasible	Contract monitoring
4.2.4	Determine feasibility for additional access information on Fed Square website in alternative formats including Auslan Video, Audio Description, Easy English etc.	Director Corporate Communications	2024-25	Business case recommendations completed	Quarterly DAWG Report
4.2.5	Review and update Melbourne Arts Precinct website for accessibility including compliance with Web Content Accessibility Guidelines 2.1, easy to find access information, and plain language	Director Corporate Communications	2024-25 and ongoing	Updates completed	Site analytics User surveys and evaluation

Number	Activity	Responsibility	Timeline	Measure of success	Monitoring/Evaluation
4.2.6	Investigate redevelopment of Fed Square website including accessibility upgrades, subject to business case approval	Director Corporate Communications	2024-25	Updates completed	Site analytics User surveys and evaluation

4.3 Develop and implement accessible collateral and language guidelines for MAP Co outlets and publications

Number	Activity	Responsibility	Timeline	Measure of success	Monitoring/Evaluation
4.3.1	Add accessibility information into existing MAP Co brand guidelines	Director Corporate Communications	2024-25	Guide completed	Consultation with Deaf and Disabled advisers conducted
4.3.2	Include accessible communications recommendations in the existing Corporate Style Guide	Director Corporate Communications	2024-25 and ongoing	90% of external communications reviewed for accessibility 80% of staff attended guide training	Staff usage surveys and feedback
4.3.3	Develop a business case to deliver accessible tools for visitor navigation such as sensory maps/wayfinding/visitor journeys guides to MAP Co locations	Director Corporate Communications	2026-27	Maps downloaded from website each quarter	Data analytics

4.4 Promote and support MAP Co accessibility and inclusion information

Number	Activity	Responsibility	Timeline	Measure of success	Monitoring/Evaluation
4.4.1	Develop processes and tools to promote and publish accessibility information for sites and activities, including events, venues, site works, etc.	Director Corporate Communications	2024-25 and ongoing	100% of internally produced events publish accessibility information by 2026 75% of externally produced events	Event debriefs and evaluations User/attendee surveys and evaluation

Number	Activity	Responsibility	Timeline	Measure of success	Monitoring/Evaluation
				publish accessibility information by 2028	
4.4.2	Collaborate with Programming and Events team to promote activities with Deaf and Disabled performers/presenters/producers	Director Corporate Communications	2024-25 and ongoing	4 promotions annually	Analytics User/attendee surveys and evaluation

5 People and Culture

5.1 Implement practices, training and activities to increase staff inclusion

Number	Activity	Responsibility	Timeline	Measure Of Success	Monitoring/Evaluation
5.1.1	Implement regular Disability awareness training for staff and leadership team	Head People and Culture	2024-25 and ongoing	80% of existing staff complete one training session annually 100% of new staff complete induction	Staff evaluation surveys
5.1.2	Educate, train and resource managers to support Deaf and Disabled employees, and support and training for team members	Head People and Culture	2024-26	Number of managers trained Number of identified roles	Staff evaluation and retention
5.1.3	Conduct a review of HR Policy and Procedures including compliance with current disability legislation and access provisions and identify gaps	Head People and Culture	2024-25	Review complete	Annual Board Report
5.1.4	Implement HR Policy updates including staff training and induction, subject to approval	Head People and Culture	2025-26 and ongoing	80% of existing staff complete one	Annual Board Report

Number	Activity	Responsibility	Timeline	Measure Of Success	Monitoring/Evaluation
				training session annually 100% of new staff complete induction	

5.2 Build inclusive recruitment practices

Number	Activity	Responsibility	Timeline	Measure Of Success	Monitoring/Evaluation
5.2.1	Implement best practice approaches to inclusive recruitment processes, subject to approval	Head People and Culture	2026-27	Rate of accommodation requests during recruitment met	Annual Board Report
5.2.2	Investigate opportunities for targeted recruitment of Deaf and Disabled people	Head People and Culture	2026-27	Opportunities/roles identified and recruitment conducted	Annual Board Report

5.3 Celebrate and promote inclusion

Number	Activity	Responsibility	Timeline	Measure Of Success	Monitoring/Evaluation
5.3.1	Extend opportunities for Deaf and Disabled identifying staff to join peer networks/events	Head People and Culture	2026-27	TBC	Annual Board Report