

Melbourne Arts Precinct Corporation Innovate Reconciliation Action Plan

December 2025 – December 2027

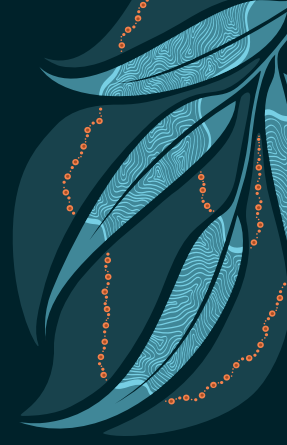




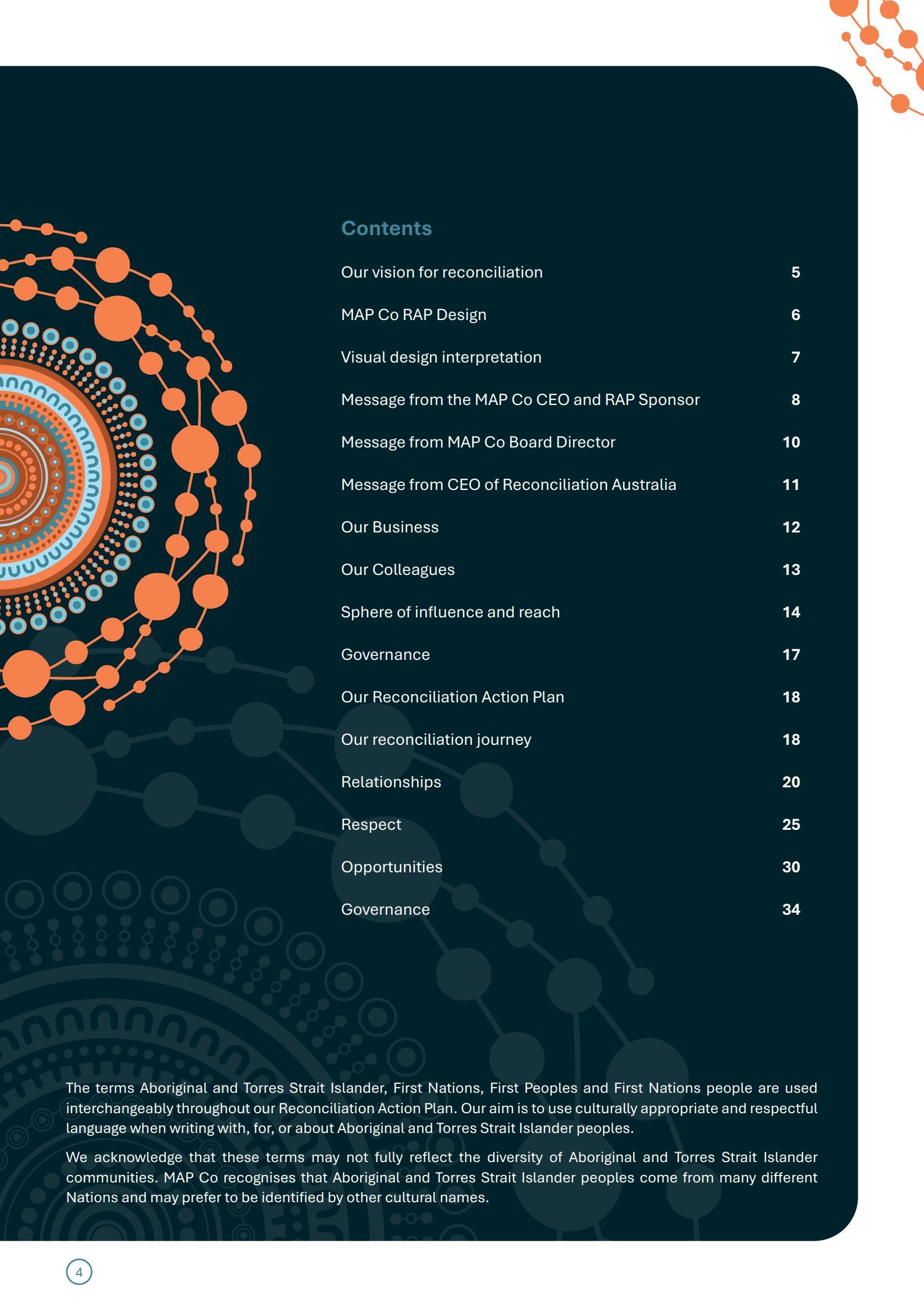
Acknowledgment

The Melbourne Arts Precinct acknowledges the Wurundjeri Woi-wurrung people as the Traditional Custodians of the land on which we gather, work and create. We honour their enduring connection to land, waters and sky, and pay our respects to Elders past and present. We also extend that respect to the broader Kulin Nation of Greater Melbourne and the Traditional Owners of all First Nations communities across Australia.

We remain committed to investing in authentic, meaningful cultural engagement and creating space for storytelling, intergenerational knowledge sharing and creative expression – amplifying First Nations cultures throughout the Precinct and beyond.



Smoking Ceremony performed by Wurundjeri man Craig Murphy-Wandin for the launch of Wurundjeri artist and language specialist Brooke Wandin's sound and video installation, *wurrung dhumbunganjinu* (we speak language), commissioned by Fed Square, 2025. Photo: James Henry (Yuwaalaraay).

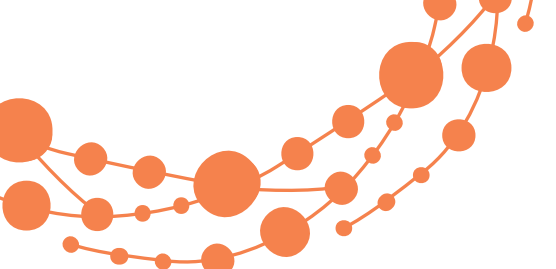


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The terms Aboriginal and Torres Strait Islander, First Nations, First Peoples and First Nations people are used interchangeably throughout our Reconciliation Action Plan. Our aim is to use culturally appropriate and respectful language when writing with, for, or about Aboriginal and Torres Strait Islander peoples.

We acknowledge that these terms may not fully reflect the diversity of Aboriginal and Torres Strait Islander communities. MAP Co recognises that Aboriginal and Torres Strait Islander peoples come from many different Nations and may prefer to be identified by other cultural names.

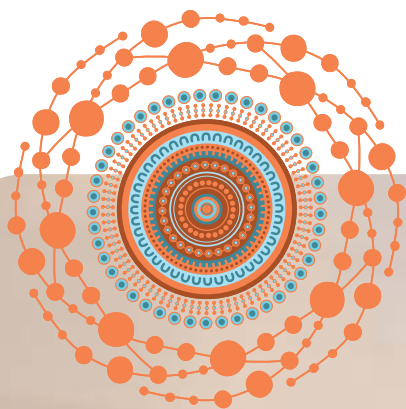


Our vision for reconciliation

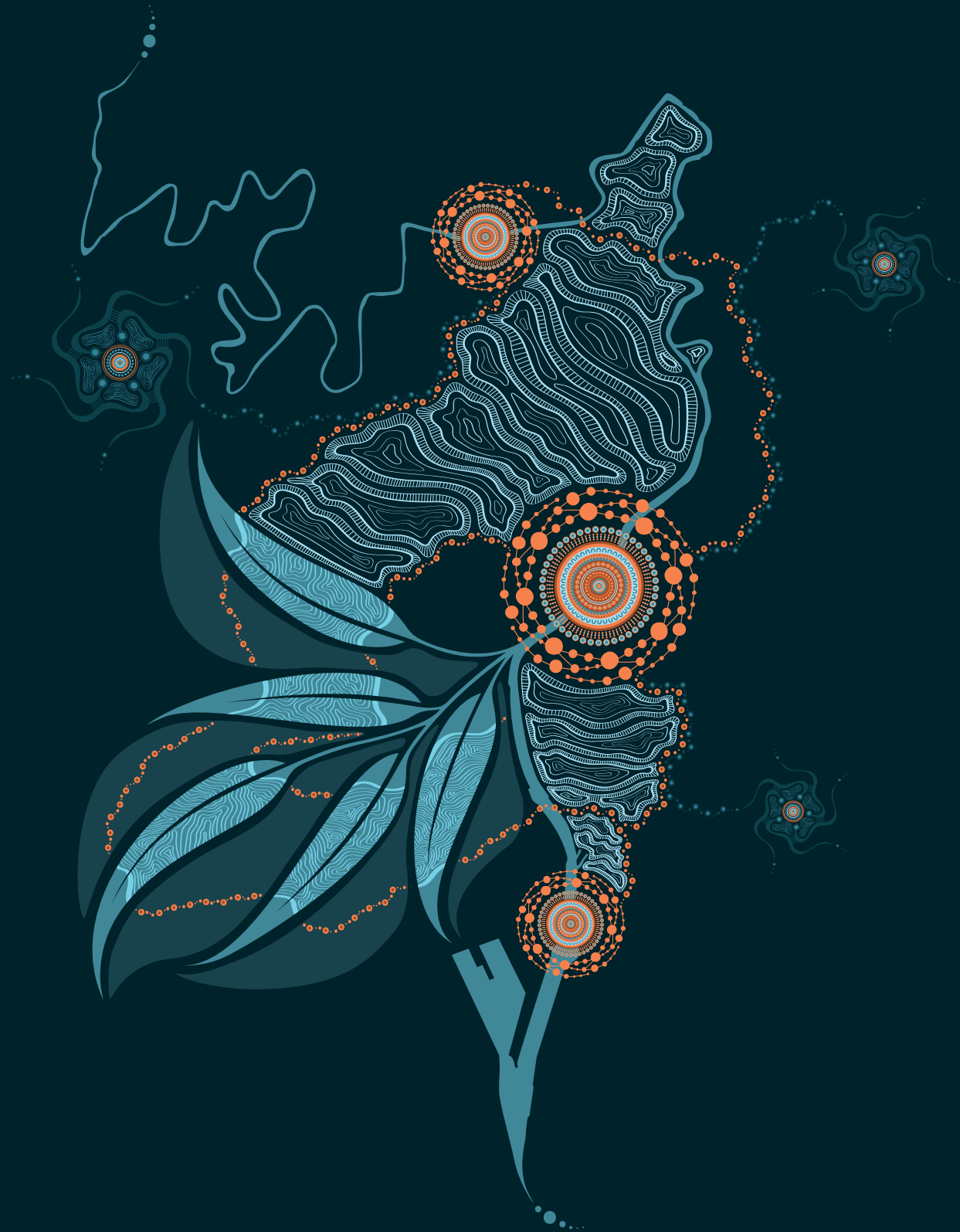
MAP Co envisions a reconciled Australia – one where First Nations peoples are rightfully recognised as the Traditional Owners and Custodians of the land. It is a nation where their cultural heritage is celebrated, and life opportunities are equal to those of all Australians.

Our commitment to this vision is reflected in our strategic priority: *First Nations First*. This guiding principle shapes how we work, collaborate and advocate.

We are dedicated to creating opportunities wherever possible and using our influence to engage both the wider community and international visitors. Through the Melbourne Arts Precinct and strong partnerships, we showcase and champion First Nations cultural expressions – both historical and contemporary. In doing so, we foster deeper understanding, national pride, and a shared appreciation of Australia's rich and complex history, enriching the journey toward reconciliation.



Yolgnu performer dances as part of *Yeramboooo* – a collaborative ceremony performed by the Wurundjeri and Yolngu peoples. This was led and hosted by Wurundjeri Elder Aunty Joy Murphy and Senior Yolngu Lore Man, Don Wininba and presented by ALWAYS Live, Skinnyfish Music and Fed Square, 2024. Photo: T15 Media.



MAP Co RAP Design

Created by Reanna Bono
Wiradjuri and Wemba Wemba
Graphic Designer, Yakuwa Designs

Reanna Bono is a proud Wiradjuri and Wemba Wemba woman from Echuca, situated on the banks of the Murray River in northern Victoria.

An accomplished First Nations graphic designer, Reanna has more than 20 years of experience working with First Nations communities and organisations, government departments, and private sector clients. Her passion lies in creating visual design imagery that reflects the stories, visions and identities of her clients through the lens of First Nations art and design.

In her work, Reanna frequently collaborates with artists and First Nations people, always showing deep respect for the people and places to ensure each project delivers culturally appropriate and meaningful design outcomes.

Much of Reanna's creative inspiration comes from her connection to the rivers – places where she feels most deeply connected to Country and her ancestors. When interpreting design briefs, she draws on her own cultural knowledge, blending traditional influences with contemporary design techniques. This connection continues to guide and inspire her work, grounding her designs in culture, storytelling, and a strong sense of place.



Visual design interpretation

Created by Reanna Bono, First Nations Graphic Designer, this artwork honours the Traditional Owners of the land, the Wurundjeri peoples and the Kulin Nation clans on which we gather.

The design reflects MAP Co's respect for Country and commitment to reconciliation. It celebrates the spaces and pathways that connect us across the Melbourne Arts Precinct and the Birrarung (Yarra River) – a living meeting ground for First Nations peoples, creative industries and communities.

Like the Birrarung that winds through the city, creativity flows through the Melbourne Arts Precinct, weaving together organisations, artists, communities and visitors in a shared current of culture, collaboration, celebration and meaning. It is a story of connection – between river and land, artist and audience, communities past and future. Through symbol and colour, the artwork invites each of us to listen, reflect, and find our own connection to place.

The prominent orange circle

Represents the Melbourne Arts Precinct – the cultural heart of Melbourne and global destination for creativity. It symbolises the places where people gather, ideas spark, and shared energy flows when people come together.

The blue line

Birrarung Marr – 'river of mists' – shapes the city's identity and offers spaces for gathering, reflection, and renewal. Recognised under the *Yarra River Protection (Wilip-gin Birrarung murrn) Act 2017* as one living, integrated natural entity, the river reminds us that caring for Country and Community are inseparable. The blue line captures this flow – carrying stories, creativity and connection across time, place and people.

The five leaves

Represents the five clans of the Kulin Nation – Wurundjeri, Bunurong, Dja Dja Wurrung, Taungurung and Wadawurrung – honouring their enduring connection to land and water. They remind us that Melbourne's creative identity is grounded in tens of thousands of years of First Nations knowledge, storytelling and artistic expression.

The orange and blue dots

Depicts the footsteps across the land – First Nations peoples, other Australians, artists, workers and visitors – walking across the land connecting through art, culture and shared experience. They signify the diversity and unity that animate the Melbourne Arts Precinct.

The circular motifs

Moments of exchange in gathering – they represent the people and groups that travel in and out of the Melbourne Arts Precinct, coming from different places and communities to meet and engage in the cultural heart of Melbourne's city.



Message from the MAP Co CEO and RAP Sponsor

Katrina Sedgwick OAM

As our organisation leads the transformation of the Melbourne Arts Precinct into a globally recognised destination and centre for the arts, we are deeply committed to ensuring our work reflects the rich cultural fabric of this land – beginning with honouring the knowledge, creativity and enduring spirit of First Nations peoples.

The Melbourne Arts Precinct (Precinct) and Federation Square (Fed Square) sit on the traditional lands of the Wurundjeri Woi-wurrung peoples of the Kulin Nation. Their stories, traditions and living cultures are foundational to this city's identity and vibrant arts scene. From our inception, we established a Traditional Owner Advisory Group and a First Nations Committee to guide our work. I extend my thanks to Elders Aunty Julieanne, Aunty Gail and Aunty Di, and to First Nations creatives for their ongoing guidance and partnership, which continue to shape the cultural life of the Precinct.

Over the next few years, we will complete the transformation of the Melbourne Arts Precinct. Central to this renewal is the incorporation of First Nations design knowledge and guidance into the creation of Laak Boorndap – an 18,000-square-metre garden and public space that will weave cultural knowledge and history into the city's landscape. First Nations leadership is integral to this project and to ensuring the Precinct reflects the cultural significance of the land on which it stands.

This commitment extends across our organisation. I am proud that the MAP Co Board includes First Nations Director Belinda Duarte (Wotjobaluk and Dja Dja Wurrung), whose leadership has strengthened our governance and embedded cultural perspectives into our thinking and practice. This year, we also welcomed a First Nations Executive to the CEO leadership team, ensuring cultural perspectives inform decision-making and strategy. Together with our Precinct partners, we strive to embed *First Nations First* principles across the creative industries.

Our Reconciliation Action Plan (RAP) provides a clear framework to strengthen relationships, enhance cultural safety, and support First Nations employment and creative leadership. This commitment has taken on even greater meaning as Victoria takes an historic step toward reconciliation, passing Australia's first Treaty. MAP Co is deeply honoured to have been entrusted to work with the First Peoples' Assembly to facilitate the Treaty Ceremony and celebrations, marking this significant milestone on 12 December 2025 in Melbourne.

As the sponsor of our RAP, I am proud that we can act on this commitment with purpose and accountability – turning intention into impact.

Looking ahead, the transformation of the Melbourne Arts Precinct presents exciting opportunities. Through the initiatives outlined in the RAP and the delivery of our First Nations Strategy, I look forward to deeper collaboration across the arts sector, further embedding First Nations culture into Melbourne's creative identity and strengthening partnerships. I encourage you to experience the diverse events and First Nations-led programming presented in Fed Square and by our creative partners across the Precinct.

ngaka – look here

Created by artist Tarryn Love, Gunditjmara Keerray Woorroong, presented as part of *The Blak Infinite*.

The Blak Infinite was co-curated by Kimberley Moulton, Yorta Yorta, and Kate ten Buuren, Taungurung, and co-commissioned by Fed Square and RISING, 2024. Photo: Matt Irwin.





Message from MAP Co Board Director

Belinda Duarte AM

I am pleased with the progress MAP Co has made since inception and proud that we've taken the meaningful step of developing a Reconciliation Action Plan (RAP). It's a privilege to serve as a Board Director for MAP Co and Reconciliation Australia. The RAP journey offers a shared framework for accountability – one that drives sustained focus, measurable change and impact across our organisation and creative industries.

As a Wotjobaluk and Dja Dja Wurrung woman born and raised in Victoria, I know first-hand how cultural and creative expression shapes identity and fosters a sense of belonging. Beyond its deep social and cultural value, it also acts as a lever to drive Australia's economy and unite people through the joy of the arts. The creative industry creates platforms for Australians and international visitors to engage, connect, and experience First Nations culture and political progress in ways that might not otherwise be possible.

For MAP Co to be the point of contact to support the planning and celebration of Australia's first ever Treaty highlights the creative industry's role and power to bring Australians together. The passing of the Treaty legislation in Victoria carries deep personal and collective significance. For many, it signifies recognition, respect, and the potential for renewed relationships between First Nations Victorians and the State – grounded in truth and made possible through the tireless advocacy, strength, and leadership of First Nations peoples who have worked for generations to bring this moment to life.

The creative industry has a role in creating safe and accessible opportunities for progressing reconciliation through the arts. The power of this can be seen in three commissions and events MAP Co has facilitated, as outlined below:

Language – As you enter Fed Square, one of the first things you will hear is Brooke Wandin, Wurundjeri Woi-wurrung woman, singing and teaching language to children. These recordings play all day across Fed Square offering many visitors their first experience of hearing this language spoken – a moment that invites listening and respect.

Exhibitions – *The Blak Infinite*, a two-week exhibition at Fed Square, illuminated First Nations culture and stories of survival and sovereignty. Curated by Kate ten Buuren (Taungurung) and Kimberley Moulton (Yorta Yorta), the show featured works from seven artists. Works showcased included Richard Bell's (Kamilaroi, Kooma, Jiman and Gurang Gurang) *EMBASSY*, poetry by Ellen van Neerven (Mununjali Yugambah and Dutch), large-scale installations by Tony Albert (Girramay, Yidinyji and Kuku Yalanji) as well as artworks from the late Josh Muir (Gunditjmara, Yorta Yorta and Barkindji) and by Michael Cook (Bidjara) – transforming Fed Square into a living canvas of story and strength.

Celebrating Cultural Events – MAP Co and the City of Melbourne bring Fed Square to life each July to celebrate NAIDOC Week. The week begins with a Flag Raising Ceremony, and Welcome to Country by the Wurundjeri marking the start of this symbolic event. As the week progresses, vibrant exhibitions, film screenings, performances and market stalls are presented for everyone to attend.

It is through powerful artistic expressions that we can continue to deepen cultural understanding and shape a more inclusive and reconciled future. We look forward to continuing to embed, expand and elevate this work with creatives, partners and communities to ensure places and spaces embody this across the Melbourne Arts Precinct.



Message from CEO of Reconciliation Australia

Karen Mundine

Reconciliation Australia commends MAP Co on the formal endorsement of its inaugural Innovate Reconciliation Action Plan (RAP).

Commencing an Innovate RAP is a crucial and rewarding period in an organisation's reconciliation journey. It is a time to build strong foundations and relationships, ensuring sustainable, thoughtful and impactful RAP outcomes into the future.

Since 2006, RAPs have provided a framework for organisations to leverage their structures and diverse spheres of influence to support the national reconciliation movement.

This Innovate RAP is both an opportunity and an invitation for MAP Co to expand its understanding of its core strengths and deepen its relationship with its community, staff, and stakeholders.

By investigating and understanding the integral role it plays across its sphere of influence, MAP Co will create dynamic reconciliation outcomes, supported by and aligned with its business objectives.

An Innovate RAP is the time to strengthen and develop the connections that form the lifeblood of all RAP commitments. The RAP program's framework of relationships, respect, and opportunities emphasises not only the importance of fostering consultation and collaboration with Aboriginal and Torres Strait Islander peoples and communities, but also empowering and enabling staff to contribute to this process, as well.

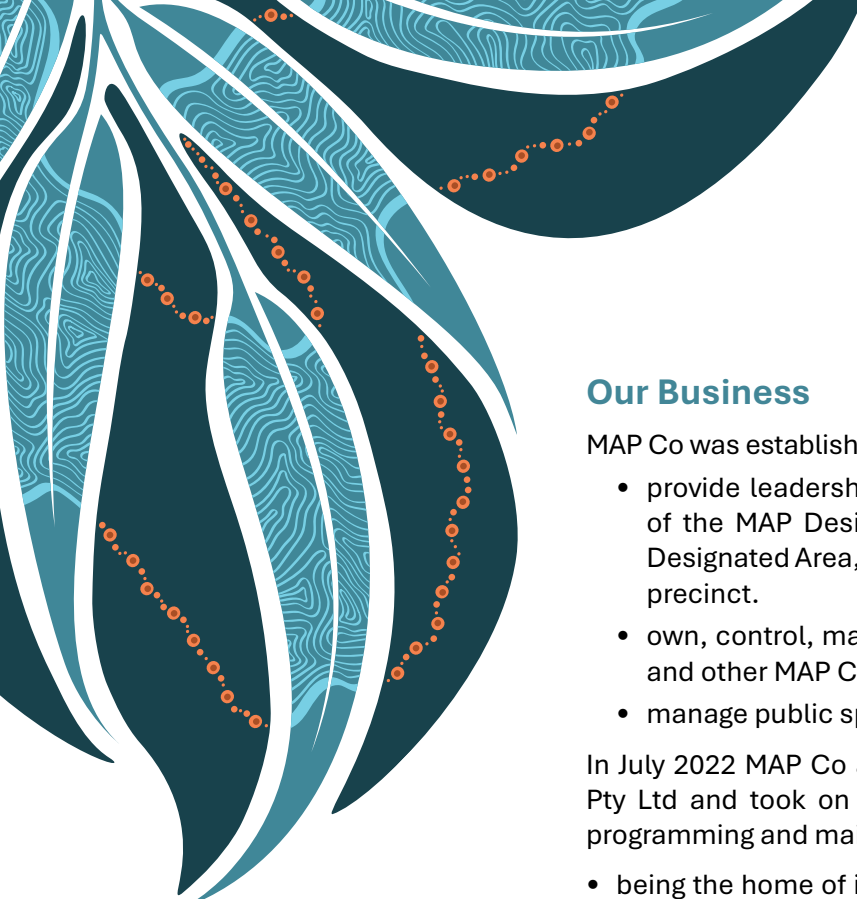
With close to 3 million people now either working or studying in an organisation with a RAP, the program's potential for impact is greater than ever. MAP Co is part of a strong network of more than 3,000 corporate, government, and not-for-profit organisations that have taken goodwill and intention, and transformed it into action.

Implementing an Innovate RAP signals MAP Co's readiness to develop and strengthen relationships, engage staff and stakeholders in reconciliation, and pilot innovative strategies to ensure effective outcomes.

Getting these steps right will ensure the sustainability of future RAPs and reconciliation initiatives and provide meaningful impact toward Australia's reconciliation journey.

Congratulations MAP Co on your Innovate RAP and I look forward to following your ongoing reconciliation journey.





Our Business

MAP Co was established on 17 February 2022 on behalf of the State, to:

- provide leadership and strategic direction for the transformation of the MAP Designated Area, and the precinct around the MAP 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.
- manage public spaces and shared services supporting MAP Sites.

In July 2022 MAP Co acquired the assets and liabilities of Fed Square Pty Ltd and took on responsibility for the management, operations, programming and maintenance of Fed Square, including:

- being the home of important cultural tenancies including the Koorie Heritage Trust, The Ian Potter Centre: NGV Australia and ACMI.
- operating Melbourne's town square as a space that is the centre of community expression and celebration, hosting festivals, flag raising, lighting occasions all in partnership with the diverse communities of Melbourne.
- curating events and programming that includes celebrations of food, culture, First Peoples, sport and sustainability across all of Melbourne's varied seasons.
- serving as a venue for the exploration and discussion of ideas across Melbourne's civic, cultural and community spectrum, hosting many important talks.
- hosting a range of café, restaurant and bar tenants, earning a reputation as a culinary destination, and providing visitors with exceptional and varied food and beverage offerings.
- placemaking to improve the visitor experience including signage, wayfinding and shade provision.
- revenue generation from activities including venue hire, the car park, partnerships and tenancy rents.

In this role 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.

Where you can find us

MAP Co offices are at Fed Square and Southbank, on the traditional lands of the Wurundjeri in Melbourne, Victoria. This is a place of great significance to the Wurundjeri people as a place of gathering, ritual, celebration and storytelling. MAP Co's work is based on lands either side of the Birrarung (Yarra River). MAP Co recognises our responsibility to meaningfully engage with Traditional Owners as we deliver on our project and the operation of Fed Square.



Our Colleagues

MAP Co has two office locations in Fed Square's Crossbar Building and 2 Kavanagh Street, Southbank.

Our colleagues have flexibility to work remotely to accommodate family life and live and work across the lands of the Kulin Nations and other Countries of Australia.

As of September 2025, our workforce headcount is 91 including permanent and casual staff. MAP Co has four First Nations employees, representing 4% of the workforce. This is more than the 2% target for First Nations Employment set by the Victorian Public Sector and the Barring Djinang First Peoples Workforce Development Framework 2024-2028.

In addition, MAP Co contracts in First Nations consultants to provide cultural advice and project support. We encourage staff to attend First Nations events and collaborate with First Nations Elders, leaders and creatives. This ethos of collaboration is fundamental to our strategic priority of *First Nations First*.

Wurundjeri Elders Aunty Julieanne Axford, Aunty Diane Kerr OAM and Aunty Gail Smith at the announcement of Laak Boorndap, 2024. Photo: T J Garvie (Gunggari).



HONŌUR, a celebration of Queer POC Elders, presented on Fed Square's Main Stage as part of Midsummer Festival and Open Air at the Square, 2025. Photo: Maira Troncoso.

Sphere of influence and reach

The Melbourne Arts Precinct stretches from Fed Square through to Southbank. It is home to over thirty arts related organisations. MAP Co works alongside National Gallery of Victoria (NGV), Arts Centre Melbourne (ACM) and Development Victoria to deliver the Melbourne Arts Precinct Transformation (MAPT) project. MAP Co has responsibility for the management of Fed Square, including tenancy and programming.

Fed Square is 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.

Collaboration is central to MAP Co's purpose and practices – and First Nations partners, businesses, creatives and artists are critical in this regard.

MAP Co's collaborative relationships with precinct stakeholders supports the fulfilment of their objectives as well as – and as part of – the success of Fed Square and MAPT. We will work with stakeholders to enable opportunities for all precinct partners, generating more opportunities to work together and create synchronicity across the whole precinct. MAP Co will continue its strong relationships with:

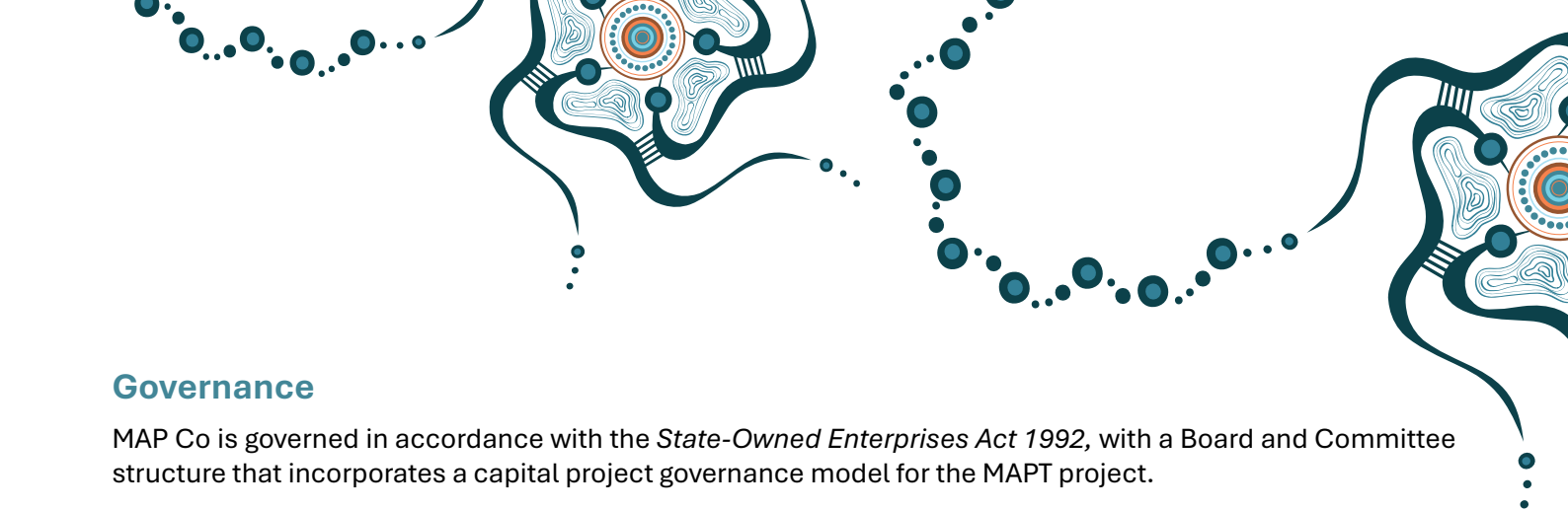
- Victorian First Nations communities and organisations.
- Victorian and local government.
- MAPT project partners.
- Precinct Activation Group.
- Fed Square's cultural and retail tenants and event partners.
- Local resident and businesses/ groups – including via the Community Reference Group.
- Festival and creative partners.

Stakeholders include:

First Peoples	Government	MAPT Program	Precinct Advisory Group
• Wurundjeri Woi-wurrung Cultural Heritage Aboriginal Corporation • First Peoples Directions Circle • First Nations Committee • Traditional Owner Advisory Group • Koorie Heritage Trust • Yirramboi	• Minister for Creative Industries • Treasurer • Victorian Government departments • Creative Victoria • Heritage Victoria • Parks Victoria • Office of the Victorian Government Architect • City of Melbourne • Visit Victoria • Victoria Police	• Arts Centre Melbourne • National Gallery of Victoria • Hassell & SO-IL • Lendlease • Angelo Candelapas & Associates • Development Victoria • NH Architecture & Snøhetta	• The Australian Ballet • Melbourne Recital Centre • Melbourne Theatre Company • ABC Southbank • Melbourne University Southbank Campus, inc Buxton Contemporary, Conservatorium • ACCA • Chunky Move • Malthouse Theatre • ACMI • Fed Square • Koorie Heritage Trust • Royal Botanic Gardens • Orchestra Victoria • Melbourne Symphony Orchestra • Victorian College of the Arts Secondary School • City of Melbourne
Local Resident & Businesses / Groups	Festivals & Creative Partners	Fed Square Tenants and Events	
• MAPT Community Reference Group • Yarra River Business Association • Committee for Melbourne	(including) • Rising Festival • Melbourne Fringe • Yirramboi • Melbourne Comedy Festival • Open House • Melbourne Fashion Festival • Melbourne International Film Festival • Melbourne Food & Wine Festival • Little Food Festival	• Commercial tenants and partners • F&B Tenants • ACMI, KHT, NGV • SBS • Major events organisers (e.g. Tennis Australia, Australian Grand Prix Corporation, Moomba) • Community event organisers	



Installation view of Richard Bell's (Kamilaroi, Kooma, Jiman and Gurang Gurang) *EMBASSY*, presented as part of *The Blak Infinite*, co-curated by Kimberley Moulton (Yorta Yorta) and Kate ten Buuren (Taungurung) and presented as part of *RISING*, 2024. Photo: T J Garvie (Gunggari).

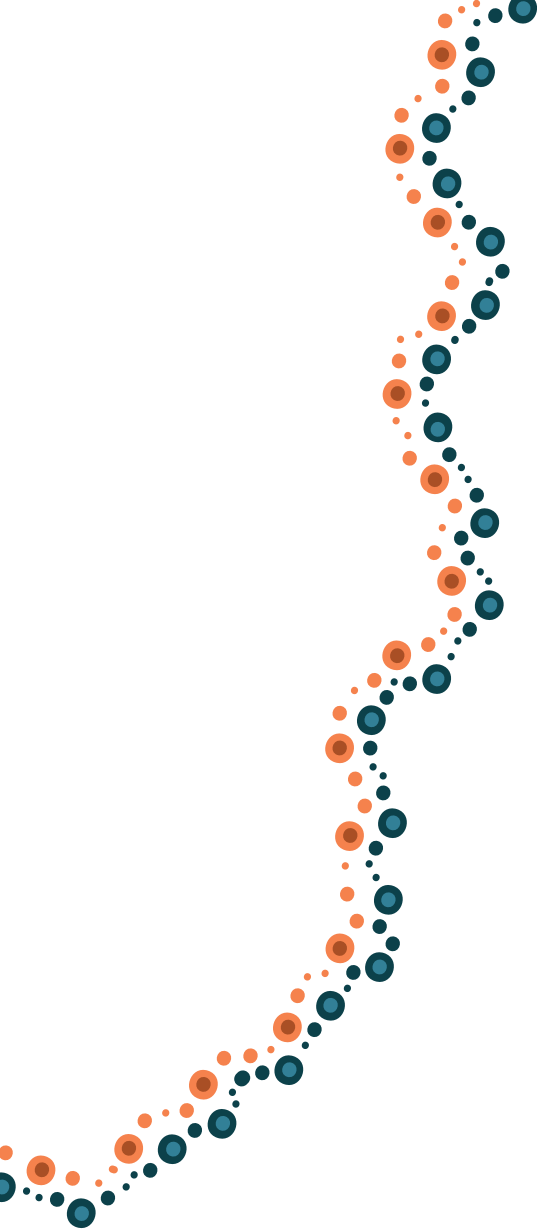


Governance

MAP Co is governed in accordance with the *State-Owned Enterprises Act 1992*, with a Board and Committee structure that incorporates a capital project governance model for the MAPT project.

The MAP Co Board has two committees that monitor and guide MAP Co's legislative compliance and assist with the Board's oversight functions: Strategy and Risk Committee and Finance and Audit Committee. The dedicated governance group overseeing the MAPT project is the MAPT Project Steering Committee. MAP Co advisory committees include the Traditional Owner Advisory Group, First Nations Committee and Design Excellence Committee.

Committee	Meeting Rhythms	Summary of responsibilities
Traditional Owner Advisory Group	6 times per year	• The Traditional Owner Advisory Group was established in 2022 to provide advice and consult on the MAPT project. Since this time, the role of the Advisory Group has been expanded to consult on broader MAP Co priorities. • Traditional Owners are remunerated as Advisory Group members. • Terms of Reference reflect current priorities and formalise this arrangement and commitment of MAP Co to the ongoing relationship.
First Nations Committee	Quarterly	• Established in December 2022 to assist and advise the Board on matters relating to industry, programming, interpretation and cultural advice. • The committee is chaired by Belinda Duarte, Board Director, with membership of First Peoples representing arts precinct agencies, including Koorie Heritage Trust, NGV, Arts Centre Melbourne, ACMI, Creative Victoria and Aboriginal Melbourne (City of Melbourne), and invited experts/practitioners.
Strategy and Risk Committee	Quarterly	• Advising the Board on organisational strategy and risk, addressing government priorities, strategic stakeholder relations and engagement strategies.
Finance and Audit Committee	6 times per year	• Oversight of MAP Co's financial reporting, corporate accounting, internal audit function and the strategic and operational management of MAP Co's physical assets.
Project Steering Committee	Monthly	• Advising the Board on all issues requiring a whole-of-precinct view in relation to the MAPT project.
Design Excellence Committee	Quarterly	• Advisory committee with membership comprising expertise across the fields of architecture, urban design, landscape architecture, heritage, environmental planning, placemaking, arts and culture and community engagement. • Provides expert guidance and feedback across two workstreams: MAPT and Fed Square, promoting outcomes that bring long term value and benefit to community.



Our Reconciliation Action Plan

The transformation of the Melbourne Arts Precinct is one of the largest cultural infrastructure projects in Australia's history, taking place on land of enduring significance to the Wurundjeri Woi-wurrung. MAP Co is privileged to lead this work and with it carries a responsibility to collaborate with Traditional Owners, creative partners, Government and First Nations creative practitioners. Together we are embedding First Nations perspectives into the heart of the Precinct. With millions of Australians and international visitors each year, we see this as a chance to lead by example, and to showcase reconciliation in action.

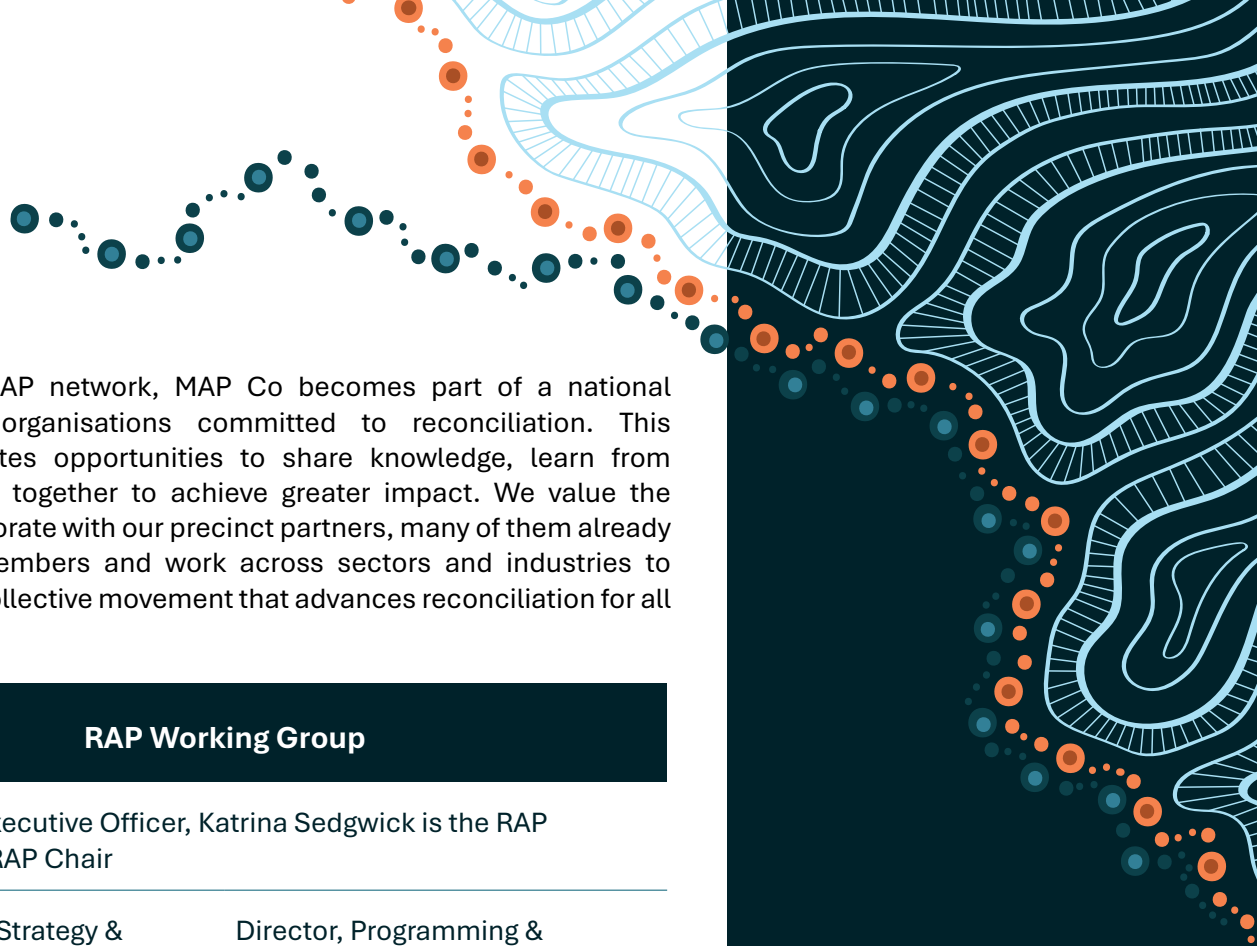
MAP Co is placing *First Nations First* at the centre of our strategy. Developing a Reconciliation Action Plan is a vital part of this commitment – providing ambitious goals, guiding our actions and holding us accountable to our vision.

Our reconciliation journey

Our first RAP working group was convened in 2023 and met regularly to shape this work. As the RAP developed, a strategic decision was made to elevate accountability and membership of the RAP to the CEO and Executive team, recognising that meaningful change must be led and role modelled at the highest level. In preparing this RAP, we consulted with members from the MAP Co First Nations Committee, Traditional Owner Advisory Group, our Board and colleagues across all accountable functions to ensure a collaborative and inclusive process.



NAIDOC in the City, 2024. NAIDOC in the City is a free concert celebrating First Nations talent, presented at Fed Square as part of NAIDOC Week. Photo: T J Garvie (Gunggari).



By joining the RAP network, MAP Co becomes part of a national community of organisations committed to reconciliation. This connection creates opportunities to share knowledge, learn from others and work together to achieve greater impact. We value the chance to collaborate with our precinct partners, many of them already reconciliation members and work across sectors and industries to contribute to a collective movement that advances reconciliation for all Australians.

RAP Working Group

MAP Co Chief Executive Officer, Katrina Sedgwick is the RAP Champion and RAP Chair

Director, Policy, Strategy & Governance

Director, First Nations

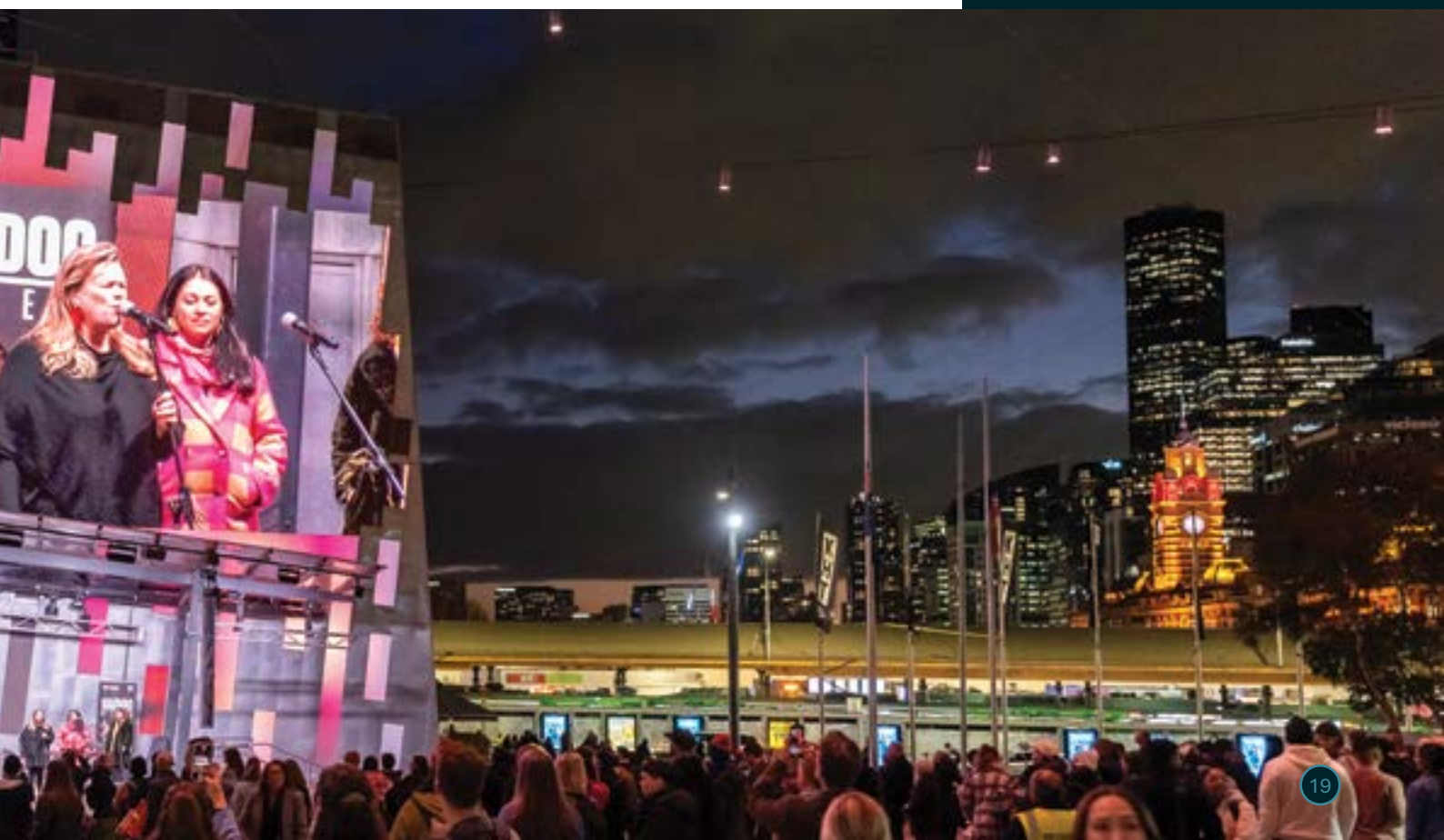
Deputy CEO & Project Director

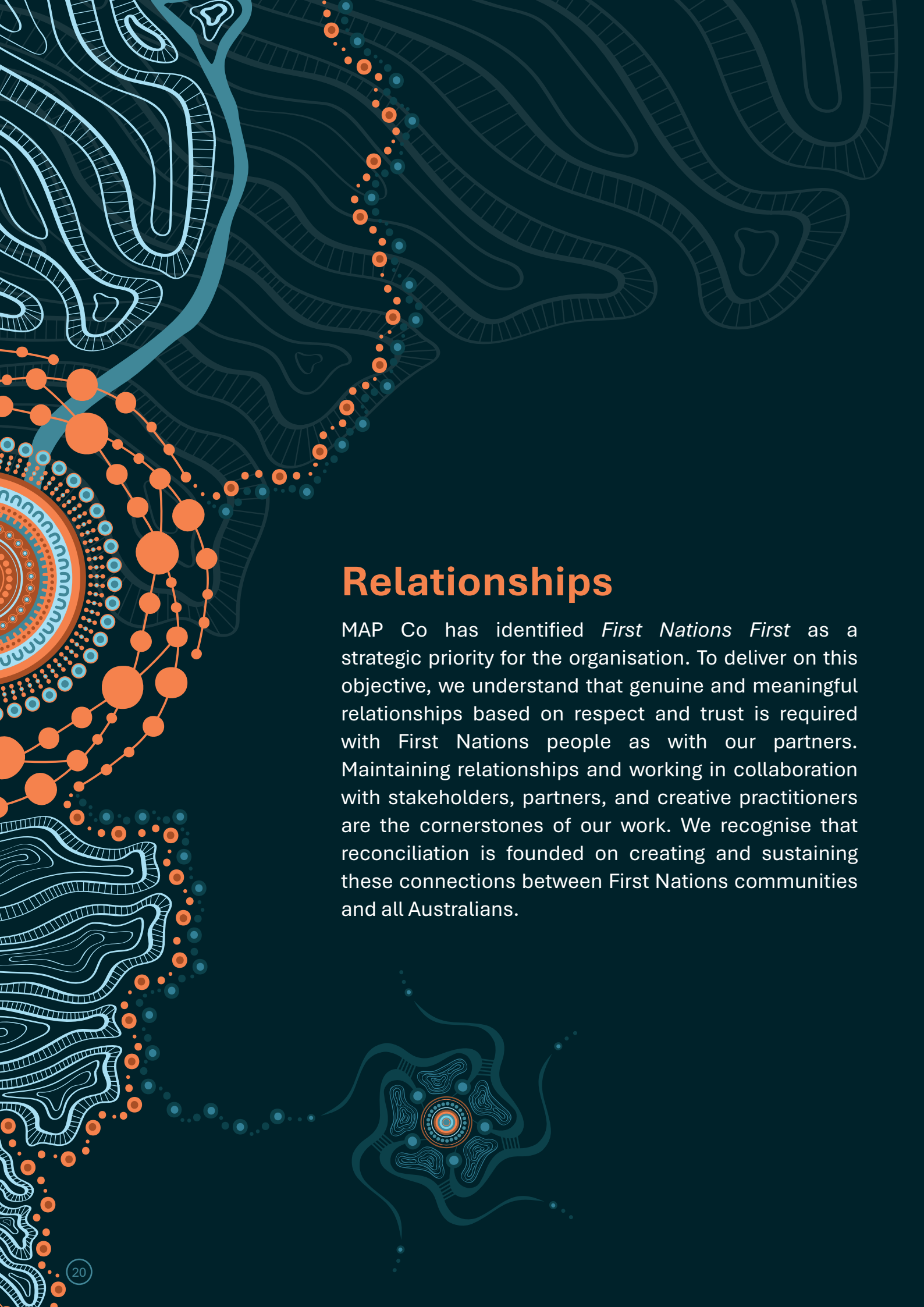
Director, Programming & Interpretation

Director, Melbourne Arts Precinct Transformation

Director, Corporate Communications

MAP Co's Executive team will drive and execute actions internally and externally in the spirit of reconciliation.





Relationships

MAP Co has identified *First Nations First* as a strategic priority for the organisation. To deliver on this objective, we understand that genuine and meaningful relationships based on respect and trust is required with First Nations people as with our partners. Maintaining relationships and working in collaboration with stakeholders, partners, and creative practitioners are the cornerstones of our work. We recognise that reconciliation is founded on creating and sustaining these connections between First Nations communities and all Australians.

Action 1:

Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.

Deliverables	Timeline	Lead
1.1 Develop an engagement plan to establish and maintain mutually beneficial relationships with First Nations stakeholders – including Advisory Groups, leaders, organisations and creative practitioners – by outlining clear actions and accountable leads that support meaningful partnerships and ongoing collaboration with MAP Co.	Jan 2026	Director, First Nations
1.2 Meet with First Nations Leaders and Stakeholders to co-design guiding principles and goals for the refreshed First Nations Advisory Committee and future engagement.	Mar 2026	Director, First Nations
1.3 Launch the renewed First Nations Advisory Committee with a commitment to at least 50% First Nations representation to ensure there is culturally informed advice on Precinct decision-making and activations relating to First Nations interests.	Mar 2026	Director, First Nations
1.4 Establish a formal Terms of Reference for the Wurundjeri Traditional Owner Advisory Group that reflects the priorities of both the Traditional Owners and MAP Co – affirming the value, importance, and cultural integrity of this enduring partnership.	Mar 2026	Director, First Nations
1.5 Maintain strong and respectful relationships with First Nations business owners and social enterprises to co-create opportunities that reflect their priorities for economic participation within Fed Square’s facilities and events, including high-traffic and flagship activations.	Dec 2026/2027	Deputy CEO & Project Director
1.6 Consult with First Nations creative practitioners in the design and delivery of festivals and programming to ensure First Nations voices, perspectives, and interests are meaningfully incorporated into the planning and activation of events throughout the year.	Oct 2026/2027	Director, Programming & Interpretation
1.7 MAP Co’s Executive Team will maintain active relationships with First Nations stakeholders to ensure their perspectives inform leadership and guide departmental delivery in alignment with our <i>First Nations First</i> strategic priority.	Dec 2026/2027	MAP Co Executive Team
1.8 Continue to consult and engage with Traditional Owners on the design and delivery of the MAPT project to ensure First Nations voices, perspectives and interests are meaningfully incorporated.	Bimonthly Dec 2025/2027	Director, First Nations
1.9 Continue to consult and engage with Traditional Owners on the Greening Master Plan for Fed Square.	Dec 2026	Director, Programming & Interpretation

Action 2:

Facilitate Australia's first-ever Treaty celebrations in Melbourne.

Deliverables	Timeline	Lead
2.1 Facilitate Victoria's Treaty Celebrations in partnership with the First Peoples' Assembly of Victoria (FPA) and the Department of Premier and Cabinet (DPC).	12 Dec 2025	Director & CEO
2.2 Meet weekly with DPC and FPA to provide expert advice and ensure the event is delivered in line with their vision.	12 Dec 2025	Director, Programming & Interpretation
2.3 Provide financial and in kind support towards event planning and delivery of the Treaty Event.	12 Dec 2025	Director, Programming & Interpretation
2.4 Ongoing consultation with DPC and FPA in relation to promoting awareness and recognition of Treaty progress.	Dec 2026/2027	Director, Programming & Interpretation

Action 3:

Build relationships through celebrating National Reconciliation Week (NRW).

Deliverables	Timeline	Lead
3.1 Develop a NRW engagement plan detailing all planned internal and external activities and communications.	27 May–3 Jun 2026/2027	Director, Corporate Communications
3.2 In preparation for NRW week, explore opportunities to collaborate with partner organisations, including co-hosted initiatives and community engagement.	May 2026/2027	RAP Working Group
3.3 Distribute NRW week resources to all staff. Senior managers to encourage their staff to participate in NRW events.	27 May–3 Jun 2026/2027	Director, First Nations
3.4 Register all MAP Co-hosted NRW events on Reconciliation Australia's NRW website.	27 May–3 Jun 2026/2027	Director, First Nations
3.5 Design and share a custom Zoom/ Teams background featuring the NRW theme for staff to use in virtual meetings and to share with Precinct partners.	27 May–3 Jun 2026/2027	Director, Corporate Communications
3.6 Include NRW in all staff in person meeting agenda. Facilitate a meaningful discussion on the significance of reconciliation and the organisation's commitment to the process of reconciliation.	27 May–3 Jun 2026/2027	Director, First Nations
3.7 Update messaging for staff on the First Nations Wiki intranet with ways on how to get involved in NRW, reaffirming messaging provided to staff via email and meetings.	27 May–3 Jun 2026/2027	Director, First Nations

Action 4:

Promote reconciliation through our sphere of influence.

Deliverables	Timeline	Lead
4.1 Explore opportunities to positively influence external stakeholders to drive reconciliation outcomes. This includes reviewing social media channels and public reports to identify ways to add reconciliation-focused commentary and update them with statements of support and positive messaging.	May 2026/2027	Director, Corporate Communications
4.2 Communicate our commitment to reconciliation through publicly accessible materials, including strategic reports, the organisation's website, and other appropriate publications, to demonstrate ongoing transparency and accountability.	27 May–3 Jun 2026/2027	Director, Corporate Communications
4.3 Update all social media channels to incorporate a statement of support for reconciliation, the NRW annual theme and messaging, including a link to our RAP.	27 May–3 Jun 2026/2027	Director, First Nations
4.4 Develop and implement a staff engagement strategy to raise awareness of reconciliation across our workforce, including communicating pathways for staff to engage with the RAP commencing during the onboarding process, to embed reconciliation into organisational culture from the outset.	Jul 2026	Deputy CEO & Project Director
4.5 Collaborate with RAP organisations and like-minded organisations, including precinct-based partners to develop innovative approaches to advance reconciliation in the delivery of our work throughout the year, such as co-hosted events and collaboration on projects.	May 2026/2027	RAP Working Group
4.6 Facilitate an annual panel discussion with First Nations speakers to engage colleagues and stakeholders in meaningful conversations on First Nations priorities, topical matters and community-led insights.	Dec 2026/2027	Director, First Nations
4.7 Use the Fed Square Big Screen and Atrium Screen to promote content shared by Reconciliation Australia on the NRW theme and week.	27 May–3 Jun 2026/2027	Director, Corporate Communications
4.8 Curate and display content on the Fed Square Big Screen to acknowledge the significance of Mabo Day and Sorry Day.	27 May–3 Jun 2026/2027	Director, Corporate Communications

Action 5:

Promote positive race relations through anti-discrimination strategies.

Deliverables	Timeline	Lead
5.1 Explore inclusion of First Nations artwork and design across MAP Co marketing and branding of buildings to promote positive images and successes of First Nations people.	Dec 2027	Director, Corporate Communications
5.2 External communications and branding to be reviewed by First Nations Director to ensure messaging and approach is positive.	Dec 2026/2027	Director, Corporate Communications
5.3 Facilitate an annual panel or guest speaker to discuss racial discrimination to spark dialogue in how we activate against racism and celebrate the International Day for the Elimination of Racial Discrimination. As part of this approach, we will activate our communications teams inviting staff and partners to the event.	Mar 2026/2027	Director, First Nations
5.4 Curate and display content on the Fed Square Main Screen and Atrium Screens on 21 March to mark the International Day for the Elimination of Racial Discrimination, promoting awareness, reflection, and solidarity.	Mar 2026/2027	Director, Corporate Communications
5.5 Review HR policies and procedures to assess current anti-discrimination provisions, identify future needs and ensure best practice. Policies will be reviewed on a three-year cycle, allowing for the evaluation of 10–12 policies annually.	Jun 2026/2027	Deputy CEO & Project Director
5.6 Develop, implement, and effectively communicate the organisations anti-discrimination policy to ensure a safe, respectful, and inclusive workplace for all employees.	Mar 2026	Deputy CEO & Project Director
5.7 Engage First Nations staff and advisors in the development and review of MAP Co's anti-discrimination policy to ensure cultural insight, lived experience and inclusive practice are meaningfully embedded.	Jan 2026	Deputy CEO & Project Director
5.8 Deliver targeted education for senior leaders on the systemic and interpersonal impacts of racism, supporting inclusive leadership and culturally responsive practices.	Mar 2026	Director, First Nations



Respect

Respect for First Nations peoples' cultures and histories is at the heart of MAP Co's vision. We acknowledge the right to self-determination and are committed to listening, learning, and working in partnership. By embedding cultural knowledge and perspectives across our organisation and the Melbourne Arts Precinct, and respecting First Nations leadership in decision making, we ensure First Nations voices and culture is recognised, celebrated and central to the cultural life of Melbourne.

Respect fosters trust and is integral to forming relationships, critical for healing and moving forward together in the spirit of reconciliation.

Action 6:

Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.

Deliverables	Timeline	Lead
6.1 Establish a First Nations cultural resource hub for staff on our wiki page.	Mar 2026	Director, First Nations
6.2 Survey staff to assess cultural capability and learning needs to shape and inform cultural learning content.	Feb 2026/2027	Deputy CEO & Project Director
6.3 Consult local Traditional Owners and/ or Aboriginal and Torres Strait Islander advisors to inform our cultural learning strategy.	Feb 2026	Director, First Nations
6.4 Develop, implement and communicate a cultural learning strategy document for staff.	Mar 2026	Director, First Nations
6.5 Develop and design a diverse suite of training and cultural learning experiences for RAP Working Group members, organisational leaders and staff.	Apr 2026	Director, First Nations
6.6 Assess cultural training impact through staff feedback annually to guide future learning.	Dec 2027	Deputy CEO & Project Director
6.7 Develop and introduce mandatory cultural e-learning for MAP Co staff and contractors with direct community interaction.	Dec 2027	Deputy CEO & Project Director
6.8 Introduce targeted cultural learning for the executive team and people leaders to ensure the organisation continuously improves in creating cultural safety within the workplace.	Dec 2027	Director, First Nations
6.9 Introduce and facilitate interactive sessions between MAP Co Board and First Nations leaders to foster relationships and enrich cultural understanding through dialogue and reflection.	Jul 2026	Director & CEO
6.10 Facilitate an annual event featuring First Nations speakers to discuss First Nations priorities and current issues, sharing community-led insights on topics such as Treaty.	Feb 2026/2027	Director, First Nations

Action 7:

Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.

Deliverables	Timeline	Lead
7.1 Create a cultural protocol document with guidelines for respectful engagement and include protocols for Welcome to Country for staff to follow when hosting, commissioning First Nations artists from other countries at Fed Square.	Mar 2026	Director, First Nations
7.2 Share cultural protocol resources and guidelines with precinct partners as we develop these.	Jul 2026	Director, Corporate Communications
7.3 Acknowledge Traditional Owners at all Board, Executive and monthly staff in-person meetings.	Dec 2026/2027	Director & CEO
7.4 Encourage shared delivery of the Acknowledgement of Country at weekly huddles and meetings to foster participation and uphold cultural protocols.	Dec 2026/2027	Director, Corporate Communications
7.5 Invite a Traditional Owner to provide Welcome to Country or other appropriate cultural protocol at a significant event each year.	Dec 2026/2027	Director & CEO
7.6 Review and revise engagement protocols to uphold Cultural and Intellectual Property (ICIP) protections in all collaborations with artists, talent, and event partners, safeguarding cultural expressions and knowledge in alignment with MAP Co values.	Mar 2026	Director, Policy, Strategy & Governance
7.7 Support tenants and venue users to practice and observe cultural protocols through coordinated staff and site readiness of Fed Square for events such as smoking ceremonies, flag raising, etc.	Dec 2026/2027	Deputy CEO & Project Director

Action 8:

Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.

Deliverables	Timeline	Lead
8.1 Develop an events and communication plan for NAIDOC week.	Jun 2026/2027	Director, Corporate Communications
8.2 Engage RAP organisations, precinct-based partners and stakeholders in preparation of NAIDOC week to identify opportunities to collaborate on events.	Jun 2026/2027	Director & CEO
8.3 MAP Co CEO will communicate the significance of NAIDOC Week to all staff and encourage participation in events and ways to get engaged.	Jul 2026/2027	Director & CEO

8.4	RAP Working Group members will identify and attend at least one NAIDOC Week event.	Jul 2026/2027	Executive Team
8.5	Marketing and Events teams will share the NAIDOC activation and events plan with all staff and wiki internal intranet site.	Jul 2026/2027	Director, Corporate Communications
8.6	Develop and distribute a virtual Zoom/Teams NAIDOC Week background that promotes the theme for staff to use during the week. Share the background with MAP Co precinct partners to support broader engagement.	Jul 2026/2027	Director, Corporate Communications
8.7	Activate and leverage the Big Screen at Fed Square and the Atrium to prominently display the NAIDOC Week theme, enhancing community visibility and celebration throughout the precinct.	Jul 2026/2027	Director, Programming & Interpretation
8.8	Promote all MAP Co NAIDOC events on MAP Co's website, Instagram and Facebook channels to maximise visibility, engage the broader community, and drive participation in our sphere of influence.	Jul 2026/2027	Director, Corporate Communications
8.9	Agenda a discussion on NAIDOC week at the monthly all-staff meeting to discuss the week, activities in train and encourage staff to attend activities.	Jul 2026/2027	Director & CEO
8.10	Centralise and share all information relating to MAP Co and partner NAIDOC Week events on the staff wiki page.	Jul 2026/2027	Director, First Nations
8.11	Partnering with the City of Melbourne, facilitate and host the NAIDOC week Flag Raising Ceremony at Fed Square marking the official beginning of NAIDOC week in Melbourne.	Jul 2026/2027	Director, Programming & Interpretation



8.12 Partnering with the City of Melbourne, facilitate and host the <i>NAIDOC in the City</i> community gathering showcasing First Nations music and market stalls as the culminating event for NAIDOC Week.	Jul 2026/2027	Director, Programming & Interpretation
8.13 Activate communications and marketing channels to promote the <i>NAIDOC in the City</i> event and encourage attendance at the public events organised by MAP Co and the precinct.	Jul 2026/2027	Director, Corporate Communications
8.14 Support the Koorie Heritage Trust to host the Koorie Heritage Market during NAIDOC Week by providing pro bono event setup assistance and management.	Jul 2026/2027	Deputy CEO & Project Director
8.15 Partner with the City of Greater Bendigo Council to showcase the Koorie Youth Flick Fest a short film making competition for First Nations people aged 25 and under from Central Victoria.	Jul 2026/2027	Director, Programming & Interpretation
8.16 RAP Working Group members will attend at least one public NAIDOC Week event.	Jul 2026/2027	RAP Working Group
8.17 Play the immersive sound work of Brooke Wandin through Fed Square during NAIDOC Week, complement this with a curated selection of First Nations video artworks on the Big Screen from 6pm daily, offering a powerful audiovisual reflection of storytelling and identity.	Jul 2026	Director, Programming & Interpretation
8.18 Publicly share and actively promote all NAIDOC Week events on MAP Co's website, Instagram and Facebook channels to maximise visibility, engage the broader community, and drive participation in our sphere of influence.	Jul 2026/2027	Director, Corporate Communications



The background of the page is a dark teal color. It features several decorative elements: a large, stylized Indigenous dot painting in the top left corner, a network diagram with orange and blue nodes and lines in the top left and bottom right, and a large, light blue abstract shape on the left side. The text is positioned on the right side of the page.

Opportunities

MAP Co is committed to creating opportunities that support the aspirations and self-determination of First Nations peoples. We will do this by continuing to foster strong partnerships and identify opportunities in collaboration with our partners to enable employment, procurement and creative collaborations. This work is central to transforming the Melbourne Arts Precinct and management of Fed Square. We have set ourselves ambitious targets and will share successes, opportunities and approaches to learning with precinct partners as we evolve. Through these relationships we can contribute to stronger economic participation, cultural visibility, and long-term success for First Nations communities.

Action 9:

Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.

Deliverables	Timeline	Lead
9.1 Analyse First Nations employment reports to identify key insights that will guide the creation of a First Nations Workforce Strategy, supporting future employment and professional development initiatives.	Mar 2026	Deputy CEO & Project Director
9.2 Implement a targeted First Nations recruitment and retention plan with ambitious targets for increasing employment.	May 2026	Deputy CEO & Project Director
9.3 Review workplace leave policies to ensure First Nations staff are supported and able to access leave for cultural and ceremonial obligations, including key events like NAIDOC Week.	Feb 2026	Deputy CEO & Project Director
9.4 Provide clear guidance to managers on sorry business and ceremonial leave entitlements, highlighting their differences, significance of these provisions, and how to communicate them to teams.	Apr 2026	Deputy CEO & Project Director
9.5 Engage the Director, First Nations in the policy review cycle to assess potential barriers and advise on ways to enhance workplace inclusivity.	Feb 2026	Deputy CEO & Project Director
9.6 Engage First Nations recruitment specialists in advertising vacancies and develop targeted strategies to ensure that vacancies are advertised and shared in a way that will reach First Nations candidates.	Mar 2026	Deputy CEO & Project Director
9.7 Update the recruitment policy to include new guidelines for hiring managers to ensure appropriate steps are taken in the consideration of filling vacant roles and advertising effectively reaching the First Nations employment market.	Mar 2026	Deputy CEO & Project Director
9.8 Consider whether vacant roles can be advertised as identified roles in line with the Special Measures provision of the <i>Equal Opportunity Act 2010</i> .	Mar 2026	Deputy CEO & Project Director

Action 10:

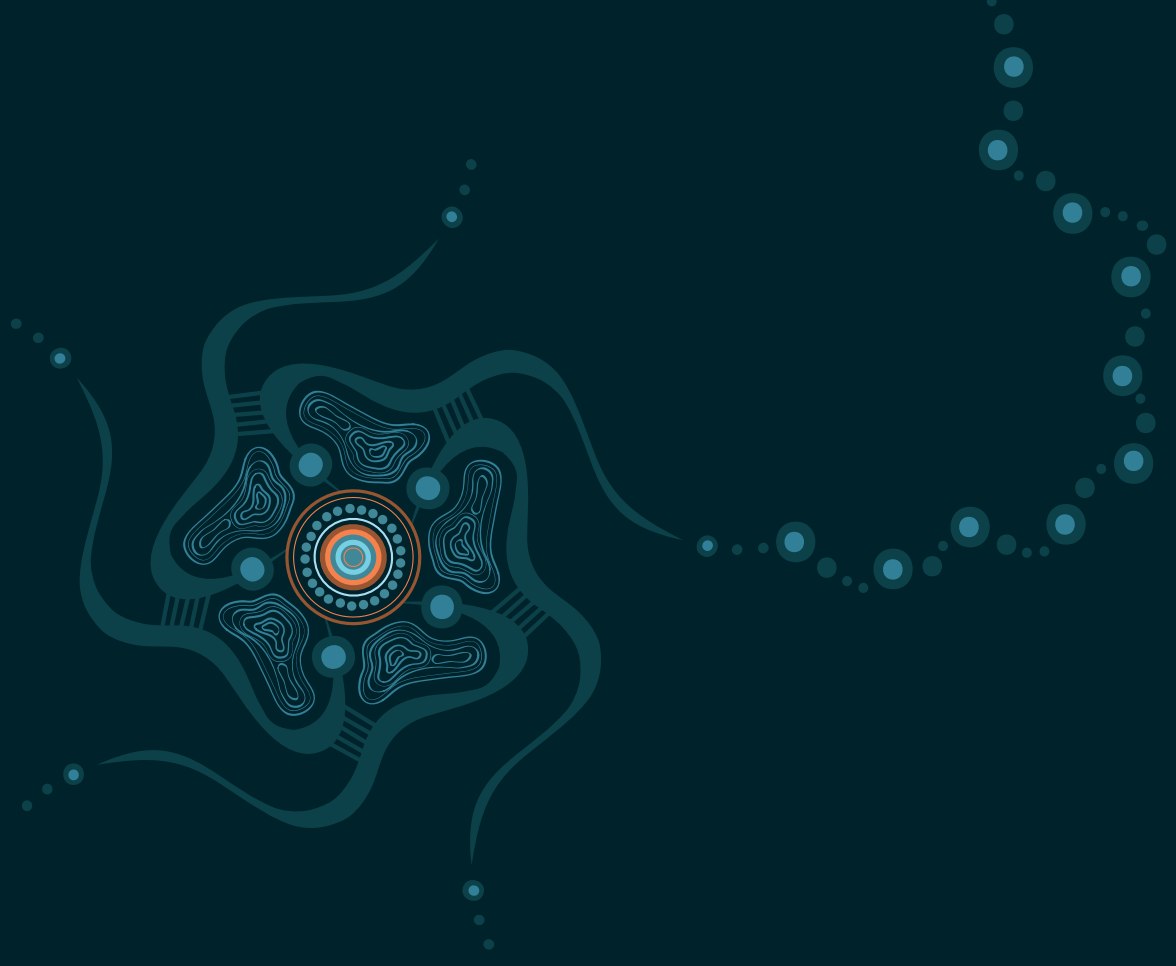
Increase First Nations supplier diversity to support improved economic and social outcomes.

Deliverables	Timeline	Lead
10.1 Develop and operationalise a First Nations procurement strategy by developing a dedicated plan that sets measurable goals and assigns tasks and accountability to drive increases in First Nations spend.	Dec 2027	RAP Working Group
10.2 Review and update procurement processes to identify barriers experienced by First Nations businesses. Where appropriate integrate new ways of working to promote equitable access and increase spend through our supplier contracts.	Dec 2026	Deputy CEO & Project Director

10.3	Communicate MAP Co's commitment to procuring goods and services from First Nations businesses to staff so they understand their role in increasing spend and the economic participation of First Nations communities.	Mar 2026/2027	RAP Working Group
10.4	Explore opportunities with MAP Co's precinct partners to share First Nations businesses on our supply chain to support businesses to scale.	Dec 2026	Deputy CEO & Project Director
10.5	Explore opportunities to market First Nations businesses through MAP Co's commercial hire of event spaces and tenancy network.	Dec 2026/2027	Deputy CEO & Project Director
10.6	Attend Kinaway Chamber of Commerce events to develop and maintain relationships with First Nations business and identify opportunities for new spend.	Oct 2026/2027	Deputy CEO & Project Director
10.7	Investigate Supply Nation membership as part of MAP Co's commitment to increasing its First Nations spend and enhancing inclusive procurement practices.	Mar 2026	Deputy CEO & Project Director
10.8	Investigate opportunities to commission First Nations creatives to contribute to the design and production of upgraded directional signage for Fed Square and the Melbourne Arts Precinct.	Oct 2026/2027	Director, Corporate Communications
10.9	Commission First Nations artists to deliver two major artworks within Laak Boordap, the 18,000 square metre urban garden being delivered as part of the Melbourne Arts Precinct Transformation.	Dec 2027	Director, Programming & Interpretation
10.10	In accordance with MAP Co's Civic and Cultural Charter provide a subsidy to the venue hire of event space, discounting fees for hire and accessibility to Fed Square facilities.	Dec 2026/2027	Deputy CEO & Project Director
10.11	Identify opportunities for First Nations businesses to participate in large scale events at Fed Square and throughout the Precinct to maximise business visibility and potential customer sales.	Dec 2026/2027	Director, Programming & Interpretation
10.12	Absorb the resourcing costs associated with two First Nations events annually by providing in-kind support for security, staff, cleaners and set up.	Dec 2026/2027	Deputy CEO & Project Director
10.13	Commission and fund First Nations organisations and/ or creative practitioners to program festivals and events at Fed Square as part of the Festival Programming.	Dec 2026/2027	Director, Programming & Interpretation
10.14	Explore opportunities for an additional First Nations Business or Social Enterprise to establish a business in Fed Square tenancy portfolio.	Dec 2026/2027	Director & CEO
10.15	Explore opportunities to promote First Nations businesses throughout Indigenous Business Month.	Oct 2026/2027	Director, First Nations
10.16	Take action to engage and support new businesses by making procurement processes more accessible, in an effort to expand the range of businesses in our supply chain.	Oct 2026/2027	Director, First Nations
10.17	With Development Victoria, and other MAPT project partners; ensure First Nations social procurement and employment is maximised, exceeding baseline Victorian Government requirements. Provide regular reporting on outcomes of these activities to the MAP Co Board; and communicate benefits publicly.	Dec 2027	Director, Melbourne Arts Precinct Transformation

Image: *ngaka – look here* by Tarryn Love (Gunditjmara Keerray Woorroong), Fed Square car park lightbox commission, 2024. Photo: Tom Ross.





Governance

Robust governance is critical to MAP Co operations, and this extends to the development, implementation and performance monitoring of our RAP. The actions in this pillar outline the structures and processes we will use to review and report against the commitments in the RAP, to maintain accountability and transparency throughout our reconciliation journey.

Action 11:

Establish and maintain an effective RAP Working group (RWG) to drive governance of the RAP.

Deliverables	Timeline	Lead
11.1 Maintain First Nations representation on the RAP Working Group.	Mar 2026/2027	Director, First Nations
11.2 Review and update the membership of the RAP Working Group Terms of Reference so that it reflects the organisations commitment to <i>First Nations First</i> across the organisation and relationships to the First Nations Advisory Committee and Traditional Owner Advisory Group.	Mar 2026	Director, First Nations
11.3 RAP Working Group will meet six times per year to ensure activities are monitored and delivered.	Dec 2026/2027	Director & CEO
11.4 Identify and budget for resources to support the RAP implementation.	Dec 2026	Director & CEO

Action 12:

Provide appropriate support for effective implementation of RAP commitments.

Deliverables	Timeline	Lead
12.1 Engage senior leaders and other staff in the delivery of RAP commitments.	Dec 2026/2027	Director & CEO
12.2 Define and maintain appropriate systems and capability to track, measure and report on RAP commitments.	Mar 2026	Director & CEO
12.3 Appoint and maintain an internal RAP Champion from the executive team.	Dec 2025	Director & CEO
12.4 Engage all executives in the delivery of the RAP by appointing executives as accountable leads on actions reporting to the CEO and Board on progress.	Dec 2026/2027	Director & CEO
12.5 Report RAP progress of RAP to staff and senior leaders quarterly.	Feb, May, Aug, Nov 2026/2027	Director, First Nations

Action 13:

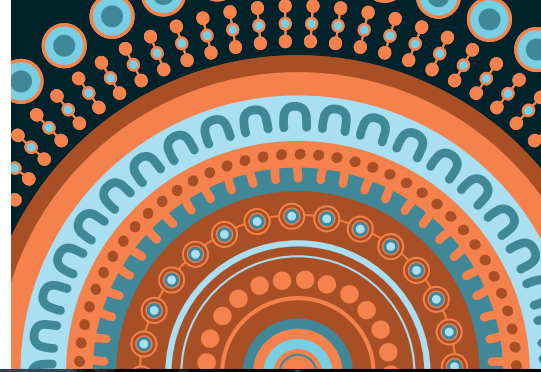
Build accountability and transparency through reporting RAP achievements, challenges and learnings internally and externally.

Deliverables	Timeline	Lead
13.1 Contact RA to verify our primary and secondary contact details remain up to date and regular meetings with RA are held.	Dec 2026/2027	Director, First Nations
13.2 Contact RA to request our unique link, to access the online RAP Impact Survey.	Aug 2026/2027	Director, First Nations
13.3 Complete and submit the annual RAP Impact Survey to Reconciliation Australia.	Sep 2026/2027	Director, First Nations
13.4 Report RAP progress to all staff and senior leaders quarterly.	Feb, May, Aug, Nov 2026/2027	Director, First Nations
13.5 Publicly report our RAP achievements, challenges and learnings, annually in our MAP Co Annual Report.	Oct 2026/2027	Director, First Nations
13.6 Investigate participating in RA's biennial Workplace RAP Barometer.	Dec 2026	Director, First Nations
13.7 Submit a traffic light report to RA at the conclusion of this RAP.	Dec 2027	Director, First Nations

Action 14:

Continue our reconciliation journey by developing our next RAP.

Deliverables	Timeline	Lead
14.1 Registervia the RA website to begin developing our next RAP.	Sep 2027	Director, First Nations
14.2 Continue commitment to reconciliation by developing our next RAP.	Sep 2027	Director, First Nations



Yolgnu performers dance as part of *Yerambooe* at Fed Square, 2024. Photo: T15 Media.

ARIA Award-winning artist Budjerah, a Coodjinburra man from the Bundjalung nation, performing as part of Fed Square's summer Candlelight Concerts, 2024. Photo: James Henry (Yuwaalaraay).







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Front and back cover image: Wurundjeri dance group
Djirri Djirri perform at the launch of *Unvanished*, by Barkindji
artist Kent Morris. National Reconciliation Week, 2022.
Photo: Damien Raggatt.

