2026–2028



Access & Inclusion Action Plan

AUSTRALIAN MUSEUM



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Cover Early Birds Autism and Sensory Friendly Morning
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Director & CEO's message

I am pleased to present the Australian Museum's Access and Inclusion Action Plan (AIAP) 2026–2028.

This is a significant plan for the AM. In 2027, the Australian Museum will mark its 200th anniversary, a landmark moment for Australia's first museum. It is a powerful reminder of how we shape the kind of institution we want to be into the future. Central to that vision is a museum where everyone, every visitor, every staff member and every community feels welcome and has a sense of belonging.

Our AIAP 2023–2025 delivered real and meaningful progress. Participating in the Australian Disability Network's Access and Inclusion Index for the first time, we were proud to be recognised as a Top Performer, ranking eighth nationally and first in the cultural sector. The AM's award-winning Early Birds and Night Owls programs have become embedded in our program offering, and the voices of people with lived experience of disability continue to shape our exhibitions, our spaces and our services. These are achievements to celebrate, and they reflect the commitment of our entire team.

Our new AIAP 2026–2028 builds on these foundations. It is aligned with our Corporate Strategic Plan, which sets out our ambition to be a bold, relevant and inclusive institution that reflects the diversity of Australia and the world. Accessibility and inclusion are not separate to that ambition; they are essential to it. We know that one in five Australians lives with disability, and that the greatest barriers they face are often not physical, but attitudinal. Shifting those attitudes in our workforce, and in our sector, remains increasingly important.

I am proud to lead a team that ensures the Australian Museum remains a place where everyone can be inspired, explore and understand nature and culture today, and for the decades ahead.

Kim McKay AO
Director & CEO Australian Museum



Left Visitors in Crystal Hall

Our Commitment

For almost 200 years, the Australian Museum has held knowledge in trust for the public, caring for nationally significant collections, generating scientific and cultural knowledge, and sharing it openly with communities across New South Wales, Australia and the Pacific.

As a collections based research facility and public facing museum operating within a complex heritage site, access and inclusion requires us to design experiences, systems and workplaces that recognise diversity in how people move, communicate, learn, sense and participate and we do this in ways that uphold dignity, independence and cultural respect.

The Australian Museum understands disability not as an individual limitation, but as a relationship between people and the physical, digital, cultural and institutional environments we create. Barriers to participation whether architectural, sensory, technological, procedural or attitudinal are design challenges, and it is our responsibility to address them.

Within this Access and Inclusion Action Plan, the Australian Museum commits to:

- **Embedding access and inclusion at the point of decision making,** not as an afterthought — across capital works, exhibitions, programs, digital platforms, employment practices and partnerships
- **Designing for difference** by applying universal design principles that work across a spectrum of access needs, while recognising that equity sometimes requires tailored solutions
- **Valuing lived experience as expertise,** ensuring people with disability continue to shape how the Museum plans, builds and operates
- **Balancing heritage with equity,** acknowledging that conservation obligations must be met alongside our duty as a contemporary cultural institution
- **Strengthening capability and culture,** so that inclusion is confidently and consistently practiced by staff, volunteers, contractors and leadership
- **Measuring what matters,** using data, feedback and review to hold ourselves accountable and drive continuous improvement

Access and inclusion are fundamental to the Australian Museum's relevance, credibility and public value. By continuing our Access and Inclusion Plan we will broaden our participation in science, education and culture. This ensures and strengthens trust in the Australian Museum, a place of discovery and belonging for current and future generations.

Legislative and Policy Framework

This Access and Inclusion Action Plan aligns with the legislation and guiding policy principles at state, federal and international levels. They include:

- **Disability Inclusion Act 2014 (NSW),**
- **NSW Disability Inclusion Plan 2026-2029**
- **Anti-Discrimination Act 1977**
- **National Disability Strategy 2021–2031 and**
- **United Nations Convention on the Rights of Persons with Disabilities.**

The Plan reflects contemporary expectations placed on cultural institutions as public spaces that shape attitudes, create opportunity and steward public trust.

Focus Areas 2026–2028

The AM's AIAP constitutes the Museum's Disability and Inclusion Access Plan as required under section 12 of the Disability Inclusion Act 2014 (NSW) and is structured around four outcome areas required under NSW legislation, refreshed to reflect current challenges and future priorities:

- **Changing community attitudes towards people with disability.**
- **Increasing community participation.**
- **Increasing employment opportunities for people with disability.**
- **Removing barriers to systems and processes.**

The AM's AIAP outlines practical steps to break down barriers and promote access to services, information and employment, promoting the rights of people living with disability.

The AM recognises the UN's Convention on the Rights of People with Disability

The AM's new AIAP continues to align with the United Nations, Sustainable Development Goals, as we commit to build a sustainable future for all by 2030, through the following goals.



Customer and Staff Profile

Services

The AM delivers three main services to clients and stakeholders:

- **Collections management** – the AM maintains and develops the largest natural history and cultural collection in Australia with more than 22 million objects and specimens.
- **Scientific research and cultural collaboration** – the AM undertakes scientific research on its collection and in the field to expand understanding of the bio-diversity of Australia and the Pacific region. Through knowledge and partnerships Indigenous culture is shared with audiences.
- **Public programs** – the AM presents exhibitions, public and educational programs and events, onsite, offsite and online, to raise community awareness of the Indigenous cultures and bio-diversity of Australia and the Pacific region.

Customer Profile

The Australian Museum serves one of the most diverse audiences of any cultural institution in New South Wales. Our reach includes on site visitors to permanent and temporary exhibitions, participants in public programs and events, students and teachers engaged through education and outreach, digital audiences accessing resources remotely, and members, donors and research partners.

Across these communities are people with disability, carers and families, people with temporary or situational access needs, and people whose engagement with the Museum is shaped by sensory, cognitive, physical, psychosocial or neurological diversity.

Access requirements vary widely depending on age, culture, language, confidence, familiarity with museums and the nature of engagement from a quiet visit to a permanent gallery, to participation in a school excursion, citizen science project or evening event. Our approach therefore, recognises that accessibility is not a single solution, but a spectrum of support systems that enable participation in different ways.

Staff Profile

The AM has more than 290 full-time equivalent employees and over 1,000 volunteers. This diverse workforce spans science and research, collections, exhibitions, education, visitor experience, digital, corporate services, infrastructure and security. It includes ongoing and temporary staff, volunteers, contractors, academic and community collaborators.

A proportion of staff identify as having a disability, though we acknowledge disclosure does not always reflect lived experiences. Many roles across the organisation also intersect with disability through caring responsibilities, illness or injury, or frontline service delivery.

Creating a workplace where people with disability can thrive requires inclusive leadership, flexible work design, accessible systems and psychological safety. This Action Plan prioritises building capability and confidence across the organisation so that access and inclusion is embedded across roles, levels and disciplines and not confined to specialist teams.

Right Suru headdress, Wansolmoana

History and Achievements

For more than a decade, the Australian Museum has taken deliberate steps to improve accessibility across its buildings, programs, systems and culture. These efforts have unfolded alongside major capital works, digital transformation and shifts in public expectation about equity and participation.

Previous Access & Inclusion Action Plans laid critical foundations, establishing governance structures, advisory mechanisms and organisational capability. Importantly, they marked a shift away from reactive compliance towards proactive design informed by lived experience.

Key achievements over recent years include:

- **Significant improvements to physical access across a complex heritage site**
- **Integration of access and inclusion expertise into major capital projects**
- **Expansion of sensory friendly, accessible and low barrier public programs**
- **Strengthening of staff capability through disability, confidence and awareness training**
- **Improved accessibility across digital platforms and interpretive content**
- **Consultation with people with disability as part of planning and delivery**

These achievements reflect steady progress rather than completion. As the Museum approaches 200 years in 2027, the focus now shifts to embedding accessibility as standard practice, and ensuring access evolves alongside new ways of working, learning and engaging.



Access & Inclusion – Key Highlights



1 in 5 Australians identify as having a disability

The Australian Museum welcomes over 200,000+ visitors and 10,000 students with disability each year.





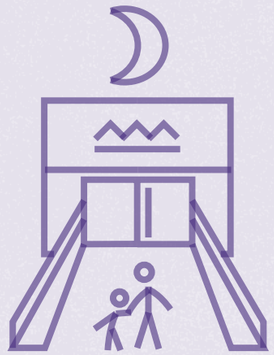
Sector-leading performance

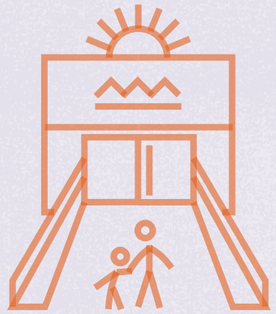
Ranked Top Performer in the Australian Disability Network (ADN) Index 2025



Accessible education programs and resources

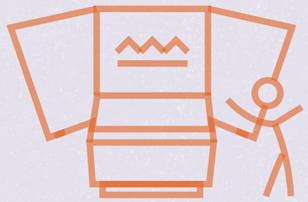
Designed in partnership with the AM's education team and specialised school and community groups.





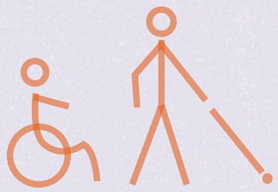
Early Birds morning programs

Offer free entry to those with sensory sensitivities before the AM opens



Development of new galleries and exhibitions

Incorporate access principles in new permanent galleries, such as *"Surviving Australia"* and *"Burra"*.



Continuous improvement of physical access

Targeted upgrades including enhanced accessible amenities (e.g. improved bathroom access and functionality).



Exceptional visitor experience

97% of visitors with disability report they are likely to return.

Accessibility embedded across the visitor experience

- WCAG 2.2 AA compliant website
- Accessible museum maps (large print)
- Talking Point tables with tactile, hands-on objects
- Visitor-facing staff trained in inclusive service and hidden disability through the Sunflower Lanyard program



Strong governance and community voice

- Access & Inclusion Advisory Panel guiding initiatives
- Internal Access Steering Committee with annual action plan
- Ongoing community consultation and survey insights

Night Owls evening program

Offering free entry to those with sensory senilities after the AM Closes



Passionate volunteers

Assist with research and digitisation. Many are aging or have a disability.



Inclusive workforce in action

- 5.6% of staff identify as having disability (target achieved)
- Dedicated programs including inclusive work experience pathways (Aspect, Sunnyfield)
- Workplace Adjustment Policy implemented to support staff











Case Study:

Night Owls

Night Owls was developed to extend inclusive access beyond regular operating hours, recognising that for some visitors, busy daytime environments create barriers to participation.

Delivered as a low sensory, evening based experience, Night Owls reduces crowding, adjusts lighting and sound levels, and provides a calmer environment supported by trained staff. The program has been particularly valued by neurodivergent visitors, adults with sensory sensitivities, carers and those who prefer a less stimulating museum experience.

Night Owls demonstrates how small, intentional changes — timing, atmosphere, staffing and communication — can significantly expand who feels welcome in the Museum. It also reinforces that inclusive access is not solely about infrastructure, but ensuring organisations make active choices to help everyone engage in it's activities.

Further information on Night Owls: Autism and Sensory- Friendly Night can be found on the AM's website: australian.museum/event/night-owls



Photos Night Owls Events

Case Study:

Unfinished Business: Intersectionality, Access and Self-Determination

Unfinished Business was a landmark exhibition that brought together accessibility, First Nations voices and lived experience, grounded in a genuine model of co-design built on respect, cultural authority and self-determination. Accessibility sat at the heart of the exhibition, shaping not only how it was experienced, but also how it was created.

The exhibition presented the personal stories of 30 Aboriginal and Torres Strait Islander people living with disability from remote, regional and urban communities across Australia. It recognised disability as an intersectional experience, shaped by culture, place, history and the ongoing impacts of colonisation.

Each participant decided how their story would be told, choosing their own words, narrators and imagery to ensure cultural safety, agency and authenticity. This approach treated storytelling as an act of truth-telling and positioned participants not as subjects, but as authors of their own experiences.

The work was created by Sydney-based human rights documentarian Belinda Mason OAM, in collaboration with Dieter and Liam Knierim. Uncle John Baxter, a Latji Latji–Narunggaa man and disability advocate, played a central role in the design and delivery of the exhibition, drawing on his cultural knowledge and lived experience as a person with disability.

Unfinished Business was presented at the Australian Museum from October 2025 to April 2026. The exhibition was both a recognition of enduring strength and resilience and a call for meaningful social and systemic change. It invited audiences to engage directly with voices that had historically been pushed to the margins at the intersection of disability, cultural identity and structural exclusion.

The exhibition used lenticular 3D photography to create an illusion of depth, movement and transformation, alongside documentary film. This format was chosen for its accessibility as well as its impact, allowing the diversity and fluidity of disability to be experienced visually and emotionally as much as intellectually.

Accessibility was embedded as a core curatorial and spatial principle from the outset. Designed for inclusive engagement, the exhibition incorporates:

- **Multi-sensory access features, including tactile panels**
- **Audio-described content and verbal interpretation**
- **Auslan content and captioned media**
- **Online resources that extended access beyond the physical gallery**
- **A clear spatial layout that supported orientation and independent movement**

The Australian Museum worked closely with Vision Australia and Expression Australia, whose expertise informed design decisions to support visitors who were blind or had low vision, were Deaf or hard of hearing, or had diverse access needs. These partnerships strengthened both the visitor experience and internal capability across the curatorial, design and production teams.

The exhibition reflected the Australian Museum's evolving approach to access and inclusion, moving from inclusion as participation to inclusion as voice, authorship and authority.







Top Uncle John Baxter **Bottom** Unfinished Business Exhibition

Consultation

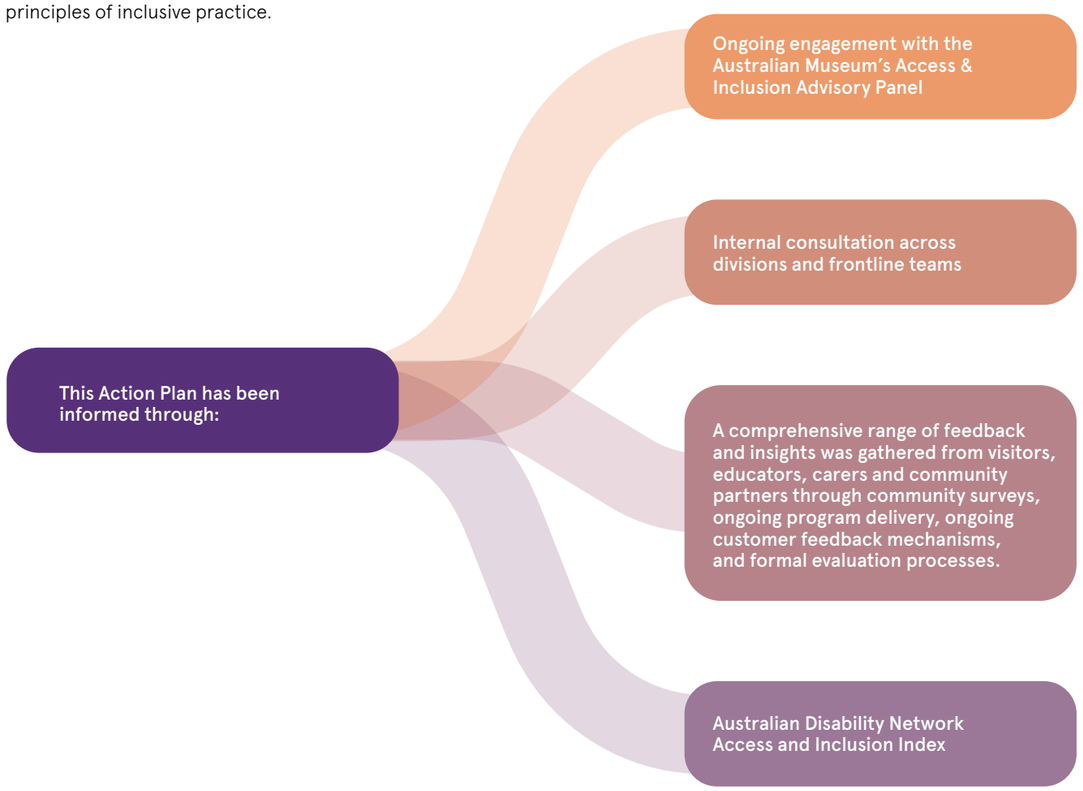
Consultation remains central to how the Australian Museum approaches access and inclusion. The Australian Museum recognises that people with disability are experts in their own experience, and that meaningful consultation improves both outcomes and trust.

The Australian Museum's participation in the Australian Network Disability Index has positioned the AM as a sector leader in accessibility and inclusion.

Consultation is not treated as a one off activity, but as a continuous process embedded throughout the lifecycle of projects, policies and services. The Australian Museum will continue to prioritise early engagement, transparent feedback loops and respectful partnership as core principles of inclusive practice.

The Internal Access and Inclusion Steering Committee includes representatives from each division of the AM, ensuring broad organisational input throughout the consultation process.

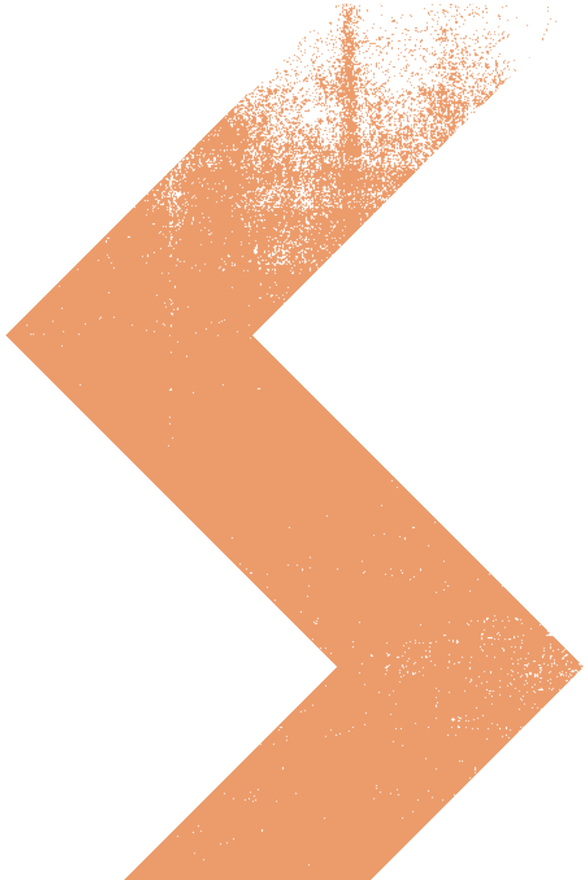
The AM's Accessibility and Inclusion Advisory Panel play a vital role in guiding the development of the plan. The Panel is made up of people with lived experience, and individuals working in relevant organisations, all generously giving their time and insight to help shape this work



Monitoring and Review

The Access and Inclusion Steering Committee convenes every two months to support and guide the implementation of the plan. It will also be responsible for monitoring and reporting on the progress of the AIAP.

The Access and Inclusion Action Plan will be published on the AM website and incorporated into staff orientation materials. Procedures and updates will be communicated to staff via the AM intranet and during regular staff meetings. This AIAP, along with future plans, will be submitted to the Department of Family and Community Services and the Australian Human Rights Commission.



Implementation & Measurement of Progress

All AM staff are responsible for championing accessibility and inclusion in their department and across the AM. The Steering Committee and managers are responsible for ensuring that actions relevant to their area are resourced and implemented. Key targets will be included in staff personal development plans where applicable. The implementation of these actions will be reported to the AM's Executive Leadership Team.

Review

This AIAP will be completed by December 2028. The AIAP will be reviewed in 2028 to enable a new plan for the following three-year period, 2029-2031.

The review will include:

- **Benchmarking of the Australian Disability Network Access and Inclusion Index**
- **An audit of accessibility at the AM**
- **External and internal consultations with people with disability** to inform the AM on progress and areas for improvement. The consultation will include people who represent all definitions of disability provided under the *Disability Discrimination Act 1992 (Cth).*

Access and Inclusion Plan

1. Attitudes and Behaviour

The Australian Museum is committed to promoting access and inclusion across the organisation and externally led by executive leadership.

Outcome 1: Attitudes and Behaviours				
	Actions	**Target**	**Responsibility**	**Timeframe**
1.1	Develop a communications and marketing plan that promotes and delivers on the AM's AIAP commitments. This Marketing plan will be underpinned by a formal accessibility policy, staff training, and consistent representation of people with disability.	Communications and marketing plan is updated and implemented yearly engaging people with disability featuring access and inclusion stories and case studies.	Head of Marketing and Membership Head of Communications	Jul 2028
1.2	Provide Disability Confidence Training to all staff and ensure contractors and suppliers in public-facing roles, provide Service Level agreements to ensure the AM's commitment to access and inclusion.	Staff and contractors welcome customers with disability and work in line with the AM's commitment to access and inclusion. Welcoming people with disability information is provided as part of onsite inductions, and information packs are provided to any partners delivering general and education programs at the AM.	Associate Director, People & Culture Head of Security Manager, Senior Manager, Events and Catering Programming Head of Education, Manager, Retail Head of Visitor Experience & Engagement	Jul 2027
1.3	Provide training and develop resources to managers and recruitment panel members to support the recruitment and retention of people with disability.	Resources are available to managers and recruitment panel members on disability confident recruitment and ensure that disability confidence training is part of mandatory training.	Associate Director, People & Culture	Aug 2027
1.4	Provide accessible content training to all staff working in Communications, Digital and Marketing and ensure the development of policy & guidelines on accessible communication.	Resources are available to managers and recruitment panel members on disability confident recruitment and disability confidence training is part of mandatory training.	Associate Director, People & Culture	Aug 2027

Outcome 1: Attitudes and Behaviours				
	Actions	**Target**	**Responsibility**	**Timeframe**
1.5	Appoint a senior leader to champion accessible practices in Procurement	Increase procurement of goods and services from organisations that employ people with disability	Director, Corporate Services	Nov 2026
1.6	Expand the AM Access Internal Steering Committee (AISC) into a formal Disability Employee Network (DEN) with structured consultation built into relevant strategies and policies.	Lift Employee Experience Implementation from Level 2 to Level 3 (Australian Disability Network Index 2025).	Head of Visitor Experience and Engagement Associate Director, People & Culture; Director, Corporate Services	Sep 2026
1.7	Implement an internal mentoring program and actively promote Australian Disability Network (ADN) and Career Mentoring Programs.	Structured support pathways for employees with disability in place.	Associate Director, People & Culture	Jul 2027
1.8	Ensure staff diversity profiles are up to date in MyWorkZone	All staff diversity profiles are up to date in MyWorkZone.	Associate Director, People & Culture	May 2027 May 2028
1.9	Actively promote the AM's access programs (e.g. Early Birds, Night Owls, low-sensory sessions and access tours) through disability networks, community partners and accessible channels to increase participation.	Access programs promoted on a yearly schedule with reach and attendance measured and reported; year-on-year.	Head of Marketing and Membership Manager, Programming Head of Visitor Experience & Engagement	Jul 2027
1.10	Establish a minimum advance-notice standard for access-program and event communications so visitors have time to prepare and arrange support.	Access-program and event details published at least 3–4 weeks in advance through accessible channels.	Head of Marketing and Membership Head of Communications	Jul 2027

2. Liveable Communities

The AM will continue to embed universal design principles into all new building works and will ensure the Advisory Panel informs accessibility considerations at the design stage of new infrastructure projects. Ongoing commitments include reviewing and improving wayfinding and signage for visitors with disability, maintaining accessible information on the AM's website, ensuring all exhibition teams reference the AM's accessible exhibition style guide, and delivering accessible public and private events in line with the AM's Accessible Events checklist.

Outcomes 2: Liveable Communities				
	Actions	**Target**	**Responsibility**	**Timeframe**
2.1	Advocate for the increase of accessible car spaces around the perimeter of the AM, and advocate for accessible drop-off/pick-up point near the entrance and a priority or low-wait entry option for visitors with access needs.	A full review of accessible parking has been completed, and alternative options have been explored and advocated with City of Sydney and NSW Government. Accessible parking, drop-off/pick-up, Public transport options are available on the AM's website for visitors, and a priority or low-wait entry option for visitors with access needs is in place.	Director, Corporate Services Head of Facilities	2026–28
2.2	Review signage to improve wayfinding into and around the AM for people with disability.	a. Introduce A3 and tactile maps b. Audio described tours for all permanent galleries c. Auslan interpreted tours (on request) d. Work with Aspect on a new Wayfinding video and material e. Provide self-serve, always-available audio description and audio wayfinding for the permanent exhibitions at no cost to the visitor as an access requirement f. Publish a guide showing what visitors can expect, including photos/videos of the venue and sensory maps for ticketed exhibitions	Head of Visitor Experience and Engagement Head of Exhibitions Manager Programming Head of Digital	a. Oct 2026 b. July 2027 c. Jul 2028 d. Nov 2026 e. July 2028 f. July 2027
2.3	Address physical access improvements at Lizard Island Research Station	To continuously improve access barriers to Lizard Island Research Station.	Director, Corporate Services	2026-28

Outcomes 2: Liveable Communities				
	Actions	**Target**	**Responsibility**	**Timeframe**
2.4	Update and formalise the Standard Operating Procedure (SOP) Facility Commissioning information pack and Facility Planning Checklist to go beyond compliance with current standards. Develop a Facility Access and Inclusion Checklist that covers both new and existing premises, with a monitoring and tracking plan across all sites	Formalise the strong existing framework into a documented process, ensuring all sites are assessed and tracked.	Director, Corporate Services Head of Facilities	Jul 2028
2.5	Formalise AM's commitment to accessible premises in a written policy.	Convert informal commitment to formal policy.	Director, Corporate Services	Jul 2027
2.6	Set up a formal process to consult people with lived experience, including through the DEN, at the design stage of any new premises or fit-out.	People with lived experience consulted at design stage as standard practice.	Director, Corporate Services	Jul 2028
2.7	Develop and implement Visitor Engagement and Accessibility Guidelines	People with lived experience consulted at design stage as standard practice.	Director, Corporate Services	Jul 2026
2.8	Develop a Public Programs and Events Accessibility Checklist for all online, in-person, public programs and events.	Accessible public programs and event planning embedded as standard process, ensuring consistent accessibility practice across all public-facing programs and events.	Manager Programming Head of Visitor Experience & Engagement Head of Digital Head of Marketing and Memberships	Dec 2026
2.9	Develop a system to flag customer and visitor communication or access needs. Provide separate staff training to ensure it is applied consistently and appropriately	Feedback system established and staff equipped to respond to diverse access needs proactively.	Director, Museum Experience & Engagement	Dec 2026
2.10	Use visitor surveys and post-visit feedback to formally inform policy and service design; establish a review cycle in the form of a workplan for the AISC.	Lift customer experience review maturity Level 2 to Level 3 (Australian Disability Network Index 2025)	Head of Marketing and Memberships Head of Visitor Experience & Engagement	Aug 2027 Aug 2026 Aug 2028

Outcomes 2: Liveable Communities				
	Actions	**Target**	**Responsibility**	**Timeframe**
2.11	Finalise and publish the ICT Policy with a formal written commitment to WCAG 2.2 AA standards where applicable.	Continue to improve the AM's Digital Accessibility Framework score from Level 2 (ADN Index 2025) to Level 3.	Head of ICT	Nov 2026
2.12	Conduct a comprehensive website accessibility audit and implement remediation against WCAG 2.2 AA.	Ensure that the AM's website meets WCAG 2.2 AA standard.	Head of Digital	Dec 2027
2.13	Develop a formal process to scope accessibility requirements for all ICT purchases and software upgrades; embed in the ICT Policy.	Accessibility requirements standard in all ICT procurement where achievable.	Head of ICT	Oct 2026
2.14	Develop guidelines to ensure all internally developed software and applications are accessible.	Ensure Accessibility guidelines are embedded into future ICT upgrades and future ICT policy changes.	Director, Corporate Services Head of Facilities	Jul 2027
2.15	Establish a formal process for consulting people with lived experience and conducting regular user testing before launching new digital products or upgrades.	When recruiting user testers, include people with disability, making user testing standard practice for all new digital assets. This process will be captured in the product management process.	Head of Digital	Oct 2026
2.16	Implement an annual review of digital technology standards to ensure alignment with the latest requirements. Embed a feedback request form for AM staff on digital technology adjustments and accessibility issues into the AM operational newsletter, and publish it on the staff intranet.	Establish a clear process for all staff to submit digital technology and accessibility issues, with digital technology standards reviewed annually to ensure alignment with the latest requirements.	Head of Digital Head of ICT Head of Communications	Jul 2027

Outcomes 2: Liveable Communities				
	Actions	**Target**	**Responsibility**	**Timeframe**
2.17	Strengthen the sensory-inclusive visitor experience.	a. A permanent, signposted quiet/sensory decompression space available during normal opening hours. b. Expanded low-sensory program schedule including Sunday and daytime sessions, longer and more frequent sessions, and adult-focused offerings c. A pre-opening sensory check verifies low-sensory sessions, and permanent galleries deliver their stated light and sound adjustments against the AM accessible exhibition style guide.	Director, Museum Experience & Engagement Manager, Programming Head of Exhibitions Director, Corporate Services	a. Dec 2027 b. 2026–28 c. Jul 2027
2.18	Improve physical comfort and accessible facilities across the visitor journey.	a. Seating and rest points increased along key routes and in galleries, prioritising acoustic comfort. a. Peak-time lift management introduced to reduce congestion and ensure wheelchair users and prams are not excluded. a. Sensory-friendly, calmer seating and allergy-aware food options provided in café/catering spaces with the catering partner.	Director, Corporate Services Head of Visitor Experience & Engagement Head of Security Senior Manager, Events and Catering	a. Dec 2027 c. Dec 2027 d. Dec 2027

3. Employment

The AM will continue to promote its Workplace Adjustment Policy and encourage managers to have regular conversations with their teams about adjustments. All managers are expected to provide an inclusive induction process that incorporates PEEPs (Personal Emergency Evacuation Plans) and adjustment requests when required.

Ongoing commitments also include seeking feedback from employees with disability on learning and development opportunities, ensuring all new policies are reviewed through an access and inclusion lens by the access and inclusion champion, and offering volunteer and work experience programs that actively encourage people with disability.

Outcome 3: Employment				
	Actions	**Target**	**Responsibility**	**Timeframe**
3.1	Align with the NSW Government Disability Employment Strategy to increase the employment of people with disability at the AM, including, and not exclusive to, internships, work experience, volunteers and mentoring.	The AM is contributing to the NSW Premier's Priority of maintaining a 5.6% target for the employment of people with disability.	Associate Director, People & Culture Internal Access and Inclusion Steering Committee	Dec 2027
3.2	Compare the level of workplace engagement and satisfaction from employees with and without disability informed through the surveys.	Feedback from staff satisfaction and engagement surveys is used to improve the workplace for people with disability.	Associate Director, People & Culture ELT	Sep 2026 Sep 2027 Sep 2028
3.3	Implement a Workplace Adjustment Passport so any adjustments can move with an employee across roles and managers	Reduce the burden on employees to repeatedly advocate for and re-disclose their adjustment needs each time they change roles or managers.	Associate Director People & Culture	Feb 2027
3.4	Actively promote the Workplace Adjustment Policy and Procedure via the AM Staff intranet and all onboarding documents.	All employees have a clear understanding of the Workplace Adjustment Policy and know how to access it when needed.	Associate Director People & Culture Head of Communications	Oct 2026 Aug 2027 Aug 2028
3.5	Establish a formal process to use employee feedback to regularly review and improve Workplace Adjustment policy and practice.	Strengthen Review maturity beyond current Level 3 (ADN Index 2025) via an annual feedback mechanism for people with Workplace adjustments in place.	Associate Director, People & Culture	Oct 2026
3.6	Update all job advertisements and the careers website to explicitly encourage people with disability to apply.	Inclusive language standard across all job ads.	Associate Director, People & Culture	Oct 2026
3.7	Develop process guides to proactively invite candidates to request adjustments at every recruitment stage (phone screen, interview, testing/assessment).	Lift Candidate Experience Implementation from Level 2 (ADN Index 2025) and ensure that all recruiters proactively seek feedback on adjustment requirements during the recruitment Process and check list to include this.	Associate Director, People & Culture	Nov 2026

Outcome 3: Employment				
	Actions	**Target**	**Responsibility**	**Timeframe**
3.8	Ensure multiple communication channels are available for candidates to request adjustments.	No candidate limited by a single contact method within the recruitment process stages	Associate Director, People & Culture	Dec 2026
3.9	Develop a process to regularly review and analyse candidate and new employee data on disability and adjustment requests and use this to inform recruitment policy.	Lift Candidate Experience Review maturity from Level 1.5 (ADN Index 2025).	Associate Director, People & Culture	Jul 2027
3.10	Develop an accessibility checklist for all learning and development content, materials, venues, and delivery formats	Lift Employee Experience Implementation from Level 2 (ADN Index 2025).	Associate Director, People & Culture	Jul 2027
3.11	Develop and implement innovative policies or practices to support employees with disability beyond adjustment mechanisms (e.g. peer networks, career sponsorship, targeted development).	Lift Employee Experience Innovation from Level 1 (ADN Index 2025). Form a Disability Social Network within the AM to organise activities and programs, supported by the AISC.	Associate Director, People & Culture ELT Head of Visitor Experience & Engagement	Dec 2027

4. System and Processes

The AM will maintain its Access and Inclusion Advisory Panel as an active voice in the development of significant projects, exhibitions, and programs. Ongoing commitments include reviewing the website against the Web Content Accessibility Guidelines (WCAG) and aligning with updated standards as they evolve, ensuring all visitors are offered a Generic Emergency and Evacuation Plan, and ensuring that visual and audio materials are accessible through captioning, transcripts and audio description in line with the Marketing and Communications work plan.

Outcome 4: Systems and Processes				
	Actions	**Target**	**Responsibility**	**Timeframe**
4.1	Visual and audio materials are accessible through captioning, text transcripts and audio description.	Guidelines outlining this commitment are included in the Marketing and Communication work plan.	Head of Marketing and Memberships Manager, Communications	Jun 2027
4.2	Expand the written commitment to procuring accessible products and services to cover all procurement categories, not just ICT upgrades.	Lift Procurement maturity from Level 2.5 by extending accessibility commitment beyond ICT to all procurement categories (ADN Index 2025). All staff are aware of the requirement to consider accessibility in procurement, through training and information sessions	Director, Corporate Services Procurement Manager	Oct 2026
4.3	Regularly review procured products and services against the latest access standards, legislation, and technology.	Lift Procurement Review maturity from Level 1.5 (ADN Index 2025).	Director, Corporate Services Procurement Manager	Jul 2027
4.4	The AM ensures stakeholder feedback directly informs procurement decisions, and continues to provide post-procurement debriefs consistent with NSW Procurement Policy requirements.	All staff and suppliers are aware of this option, and contract managers are aware of the procurement requirements in the AM's policies, which comply with NSW Procurement standards.	Director, Corporate Services	Jan 2027
4.5	Embed a formal review cycle into the internal committee agenda, ensuring feedback data for each key area is reviewed bi-monthly and used to drive policy and practice improvements.	A structured workplan has been established for the Access and Inclusion Steering Committee (AISC), embedding strong governance around the review cycle for key feedback areas	Head of Visitor Experience & Engagement	Oct 2026
4.6	Provide training and resources to customer-facing employees to support them in taking National Relay Service (NRS) calls.	All customer-facing staff NRS-capable	Associate Director People & Culture Head of Visitor Experience & Engagement	Oct 2026
4.7	Participate in the Access and Inclusion Index to inform future access and inclusion plans.	The AM undertakes ongoing external benchmarking and tracks progress year-on-year.	Head of Visitor Experience & Engagement, ELT	Dec 2026 Dec 2028

Photos Early Birds and Sensory Friendly Mornings

Acknowledgements

The AM sincerely thanks the AIAP Advisory Panel for their dedication, guidance and encouragement to achieve the AM's access and inclusion goals.

External AIAP Advisory Panel

- Sarah Hirst
- Sabrina Maddock
- Sylvana Mahmic
- Sean Murphy
- Paul Nunnari PLY
- Stephanie Peebles
- Rebecca Street

The AM's AIAP internal Steering Committee includes:

- Miriam Arndt – Volunteer Administrator
- Maggie Chien - Associate Director People and Culture (Executive Champion)
- Fran Dorey – Head of Exhibitions
- Amanda Farrar PSM – Director, Strategy and Chief of Staff (Executive Champion)
- Vanessa Gardos – Head of Education
- Angelina Grien - Comms & Stakeholder Engagement Specialist
- Jenny Hooker – Studio Coordinator
- Natalie Keon- Senior Manager, Events and Catering
- Megan Lawrence – Head of Digital
- Troy Lindquist – Employee Experience OFficer
- Narelle Lewis – Manager Programming
- Erik Maranik – Director, Corporate Services (Executive Champion)
- Alison Mercieca- Project Officer
- Fara Pelarek – Project Lead, Head, Visitor Experience and Engagement (Champion)
- Jacinta Spurrett – Director, Marketing, Communications, Partnerships (Executive Champion)
- Lisa Taylor - Senior Manager, Events and Venues


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