2023–27 Corporate Plan

MOAD

Museum of Australian Democracy
at Old Parliament House

MoAD

Contents

Cover: Old Parliament House

MoAD

Introduction

Living our democracy, building our community.

On behalf of the Board of Old Parliament House (the accountable authority), I present the Museum of Australian Democracy at Old Parliament House Corporate Plan for the period 2023–24 to 2026–27, as required under paragraph 35(1)(b) of the *Public Governance, Performance and Accountability Act 2013* (PGPA Act).

The plan is prepared in accordance with the Public Governance, Performance and Accountability (Establishing Old Parliament House) Rule 2016. This Corporate Plan expands on the information contained in the 2023–24 Portfolio Budget Statements. Old Parliament House operates as the Museum of Australian Democracy at Old Parliament House. The agency will report against the plan in the Old Parliament House Annual Report, tabled in parliament by the minister each year. The Corporate Plan is the principal planning document that outlines the purpose, key activities, operating context and planned performance of Old Parliament House.

BARRIE CASSIDY, Chair, Board of Old Parliament House
August 2023

Acknowledgement of Country

The Museum of Australian Democracy acknowledges Australia's First Nations peoples as the Traditional Custodians of Country throughout Australia. We recognise their continuing connection to land, waters and community.

We respectfully acknowledge the role that First Nations people continue to play in shaping Australia's democracy. We also acknowledge the Ngunnawal, Ngunawal and Ngambri peoples as the Traditional Custodians of the region in which MoAD is located.

A unique cultural institution

The Provisional Parliament House opened in Canberra on 9 May 1927. Now known as Old Parliament House, it was the first permanent home of the Australian Parliament, a role it performed for more than six decades, until the opening of the newly built Australian Parliament House in 1988.

The Museum of Australian Democracy at Old Parliament House (MoAD) was launched in 2009, marking the future direction of Old Parliament House as a National Cultural Institution. Building on the great legacy of Old Parliament House, MoAD constantly strives to develop contemporary exhibitions and experiences that help visitors understand Australia's social and political history and the story of Australia's democracy.

Our purpose

The purpose of the Museum of Australian Democracy is to:

- **protect, conserve and interpret** the national icon that is Old Parliament House to highlight the crucial role the building and its collections have played in shaping today's Australia

- **share** the story of Australia's democracy through exhibitions, programs, publications and website content to increase understanding of the nation's social and political history

- **enable** audiences to actively explore how Australia's democratic systems work and to be inspired and equipped to participate as engaged citizens in our democracy.

Our values

WE VALUE:	WE DEMONSTRATE THIS BY:
Lifelong learning and discovery	*Developing engaging, thought-provoking exhibitions, public programs, digital content and events for all age groups, with an emphasis on intergenerational learning* We provide audiences with a robust knowledge base, together with a sense of wonder, agency and curiosity, inspiring them to become active participants in their democracy.
Inclusivity and accessibility	*Involving everyone and being of service to the diverse communities that make up Australian society* All people and all voices are valued at MoAD, and we are committed to engaging and connecting with a range of audiences.
Excellence and innovation	*Maintaining a commitment to the implementation of best-practice strategies and continuous improvement in regard to heritage management, digital content and storytelling, and innovative program design* MoAD is committed to partnering with Australia's leading thinkers and creatives, philanthropists and supporters, and to find new ways of working and delivering unique experiences for our audiences.
Trust and authenticity	*Providing accurate, balanced and trustworthy sources of information about Australia's social and political history and its democratic systems* We make space for differences of opinion and create an environment for audiences to consider a comprehensive range of ideas in a respectful and courteous manner.
Integrity and accountability	*Acting with integrity and transparency in everything we do as an organisation and in all our interactions with communities* MoAD demonstrates through its work the values of being impartial, respectful, accountable, ethical and committed to serving the public.

Environment

Revive

The Australian Government released a National Cultural Policy, *Revive: A Place for Every Story, a Story for Every Place*, in January 2023. This policy outlines a five-year plan to revive the arts sector. It is structured around five interconnected pillars:

1. First Nations First
2. A Place for Every Story
3. Centrality of the Artist
4. Strong Cultural Institution Infrastructure
5. Engaging the Audience

MoAD welcomes the release of the *Revive* policy and the Australian Government's commitment to the arts sector. The *Revive* policy recognises the value of the arts sector and its contribution to bringing Australians together and creating a sense of shared purpose and understanding across the community.

MoAD also welcomes the financial support government provided to the National Collecting Institutions in the 2023–24 Federal Budget. This initial funding will enable MoAD to commence critical additional capital works to protect and to preserve Old Parliament House for future generations. The Corporate Plan outlines how MoAD will incorporate and report against the five *Revive* pillars in its key activities.

Strengthening democracy

The Australian Government, through the Department of Home Affairs, has established a Strengthening Democracy Taskforce, to identify initiatives to strengthen understanding and enhance trust among citizens regarding Australia's democratic systems.

MoAD plays a key role in helping audiences to understand Australia's social and political history, to explore the nation's unique democracy and systems, and to deepen their skills and become informed and inspired to participate in the nation's future. MoAD will examine ways in which it can support the Australian Government's work in regard to this important initiative.

The Voice referendum

The Australian Government has announced its commitment to implementing the *Uluru Statement from the Heart*. It will hold a referendum in late 2023 on the question of recognising Aboriginal and Torres Strait Islander peoples in the Australian Constitution by establishing an Aboriginal and Torres Strait Islander Voice.

MoAD received appropriation funding to develop a digital civics information campaign, designed to disseminate accessible, neutral and factual information about the Constitution and the referendum processes. The social media campaign commenced in mid-2023, and will continue until the referendum is held. MoAD's campaign will help voters understand the nature and purpose of referenda, as laid out in the Australian Constitution, and the democratic processes involved in holding them. The campaign will not support either a 'yes' or 'no' argument for the upcoming referendum; it will be focused on providing unbiased and relevant civics education material.

Our focus for FY2023–24 to FY2026–27

Over the forward estimates period (2023–24 to 2026–27), MoAD will:

- **continue** to deliver its current strong suite of public programs, including schools learning programs
- **commence** a range of additional critical infrastructure works to help protect the heritage-listed Old Parliament House
- **focus** on increasing its services and programs for the public.

Centenary of Old Parliament House

Old Parliament House will mark its centenary in May 2027. In the lead-up to this significant anniversary, MoAD will be developing a series of programs and events to celebrate both the centenary itself and the central role Old Parliament House has played in many of the key events that have shaped Australia since Federation.

Heritage works

Old Parliament House is a Commonwealth Heritage-listed and National Heritage-listed building and is managed in accordance with the *Environment Protection and Biodiversity Conservation Act 1999* (EPBC Act). As required under this legislation, MoAD has developed The *Old Parliament House and Curtilage Heritage Management Plan 2021–26*, which provides a rigorous management framework for MoAD to protect and conserve Old Parliament House. Our vision for heritage management at Old Parliament House is to integrate the conservation and interpretation of heritage values, in order to keep the place relevant and vital.

A focus for the current financial year (2023–24) is the completion of a major conservation project in the House of Representatives Chamber, which is highly significant as this was the parliamentary chamber where many important debates and votes were held over the 61 years it formed part of the Australian legislature. This conservation work will enable current and future audiences to continue to enjoy the chamber's features, with an increased understanding and appreciation of its heritage values. A similar conservation project in the Senate Chamber was successfully completed in the previous financial year (2022–23).

In addition to the necessary conservation work, both chambers will undergo upgrades to improve access for audiences, and to enable the introduction of new interpretation content to help audiences better understand the parliamentary role and function of the chambers. An Australian Heritage Grant will fund accessibility upgrades to both chambers, including the installation of hearing loops and ramps, to provide more equitable access to these highly significant spaces.

Capital and infrastructure projects

MoAD will focus on delivering a number of projects outlined in the 15-year Life Cycle Cost Plan (LCCP), which outlines the capital investment requirements to maintain the heritage-listed building. In part, these projects will be funded from the new funding allocation over the forward estimates period. They will include updating the hydraulic, service and HVAC systems, as well as improvements to wi-fi and other technologies. MoAD will also continue its insurance-related work to replace the external roof, which was damaged by hailstorm in 2020; it is expected that this work will be completed by 2024–25.

MoAD will continue to focus on opportunities to support the environmental sustainability of Old Parliament House. To help reduce its carbon footprint, it will retain, adapt and reuse resources. MoAD will commence work on developing an environmental sustainability action plan, which will incorporate principles of sustainability within the unique environment of a heritage building. It will also explore opportunities to invest in an electrification program designed to convert its building operations to renewable resources. MoAD will continue to work with its contractors to ensure that sustainable practices are adopted in delivering services to the public.

Collection

The MoAD Collection has national, regional and local significance for documenting and displaying the ideas, movements, events, people and processes that have shaped Australian politics, society and ways of life. Many collection items combine social, historical and aesthetic significance. They offer opportunities to explore and interpret a wide range of topics, such as the diverse contributions made to development of Australian democracy by various governments, prime ministers and other parliamentary representatives, political parties and movements, journalists and lobbyists. At the heart of the collection is Old Parliament House itself, the home of Australia's federal parliament from 1927 to 1988.

MoAD will continue to develop its collection to better reflect Australia's diverse peoples and communities. MoAD is committed to enhancing the representativeness of the collection, including documenting the experiences of Aboriginal and Torres Strait Islander peoples in line with culturally appropriate collecting practices, as well as stories from migrant and refugee Australians and other community groups. The collection will enrich our exhibitions and public programs by documenting Australia's evolving democracy and enhancing public understanding and involvement in the life of our nation.

Future sustainability

To successfully leverage the generous funding the Australian Government allocated in the 2023–24 Federal Budget, MoAD will implement a range of initiatives to support its future financial sustainability. With a focus on growing its own source revenue (OSR), MoAD will develop and extend philanthropic and corporate support along with new commercial revenue streams. Increasing our funding base will enable MoAD to expand our capacity to provide programs and services to Australians around the nation.

Collaboration and partnerships

MoAD will continue to work with current partners in the areas of learning, civics and citizenship programs, exhibitions and content, public programming and outreach activities. It will grow and extend its philanthropy and donation program, to help MoAD expand its programs and services for the public, whether onsite, online or across the nation.

MoAD will seek to extend its partnerships with stakeholders across the federal, state and territory public sectors, and with educational and research organisations, tourism bodies, research institutes, not-for-profit organisations, and the arts and cultural sectors. It will also seek to engage with international stakeholders to help share the story of Australia's democracy with interested parties and supporters.

Visitor engagement

MoAD offers a range of participatory, intergenerational and formal learning programs and exhibitions. A key ambition is to expand our onsite and outreach programming in order to:

- **connect** with existing and new audiences
- **contribute** to the social and cultural development of the Australian community
- **expand** the ways we can be of service to the community.

MoAD's exhibitions are designed to inform and delight visitors, providing them with new ways to engage with democracy, history and their role in democracy. To this end, MoAD will continue to develop new temporary and permanent exhibitions, and to refresh its existing exhibitions.

The travelling exhibitions program will enable MoAD to share content with a wider audience across the country, providing unique opportunities to engage with the story of Australia's democracy.

A particular focus will be to host a series of public events intended to enable audiences to participate in discussions and debates regarding Australia's democracy. These would be held in key heritage and historically significant areas of Old Parliament House, such as the House of Representatives and Senate Chambers.

Accessibility will be a central feature in enabling audiences to connect and participate with programs and exhibitions.

Priorities

Strategic priority
Showcasing Old Parliament House

INTENDED RESULT

MoAD will expand our work to care for Old Parliament House, a nationally significant heritage building, and through its collections and historical interpretation enable audiences to understand the importance it played in shaping Australia today.

It will:

- protect, conserve and enable access to Old Parliament House for generations to come

- continue our national leadership role in heritage management practices

- further develop the collections to enable us to tell story of Australia's democracy more effectively and in greater depth

- provide historic interpretative displays that enable our audiences to understand how Australia's national parliament was designed and functioned, and to learn about the people who played key roles in its history

- celebrate the centenary of Old Parliament House in 2027, and create a legacy for the next 100 years.

We will achieve this by undertaking the following key activities:

KEY ACTIVITIES	PERFORMANCE MEASURE	2023–24 TARGET	2024–25 TARGET	2025–26 TARGET	2026–27 TARGET	SOURCE AND METHODOLOGY	NCP PILLAR
Implement major capital projects which ensure the conservation of the heritage values and the ongoing sustainable use of Old Parliament House, in accordance with relevant Australian Standards and National Construction Codes, the EPBC Act and the Heritage Management Plan (HMP)	Delivery of funded capital projects	Complete the House of Representatives conservation project Complete the House of Representatives Chamber roof replacement and commence phase three hail remediation and roof replacement Complete main switchboard replacement Enhance visitor entry and access to Old Parliament House Commence hydraulics and service tunnels remediation projects Delivery of base build in the Press Gallery	Complete hydraulics and service tunnels remediation projects Complete hail remediation and roof replacement phase three project Commence major capital infrastructure upgrade of north-east corner of the building	Commence remaining high-priority infrastructure projects Complete north-east corner infrastructure upgrade	Complete remaining high-priority infrastructure projects	Quantitative data Project closure reports Condition of values assessment	4. Strong Cultural Institution Infrastructure 5. Engaging the Audience
Expand historical interpretation spaces at Old Parliament House, to increase visitor experience of its key heritage areas, including the House of Representatives and Senate Chambers, and enhance visitor understanding of key functions, roles and events during the life of provisional Parliament House (1927–88)	Delivery of historic interpretation projects	Commence the Press Gallery interpretation project Complete audience interpretation content for the Senate and House of Representatives Chambers	Complete the Press Gallery exhibition project	Complete the heritage kitchen project		Qualitative and quantitative data Project closure reports Case studies Condition of values assessment (completed five-yearly)	1. First Nations First 4. Strong Cultural Institution Infrastructure

KEY ACTIVITIES	PERFORMANCE MEASURE	2023–24 TARGET	2024–25 TARGET	2025–26 TARGET	2026–27 TARGET	SOURCE AND METHODOLOGY	NCP PILLAR
Develop MoAD Collection to enable audiences to explore collections relevant to Australia's democracy and Old Parliament House	Collection acquisitions made in line with collecting priorities outlined in the Collection Development Plan (CDP)			CDP review		Qualitative and quantitative collection management data	2. A Place for Every Story
	% of collection available to the public	35%	—	—	—		
	Undertake heritage management		Heritage Strategy review	HMP review			
Develop a five-year program to mark the Centenary of Old Parliament House (2027)	Delivery of programs, content and events onsite, online and offsite (2023–27)	Develop strategy to mark the lead-up to the centenary year (2027)	—	—	—	Quantitative data	1. First Nations First 2. A Place for Every Story 4. Strong Cultural Institution Infrastructure 5. Engaging the Audience

Strategic priority
Fostering a museum for the people

INTENDED RESULT

MoAD will deliver a high degree of organisational excellence so that we can continue to serve the Australian community.

It will:

- create a welcoming and accessible museum for the Australian community and enable audiences to engage with our programs and services

- continue to foster our strong organisational culture, through our commitment to integrity, support, inclusivity and respect for all

- operate efficiently and effectively to manage resources, risks and compliance obligations

- ensure a financially sustainable future by expanding revenue streams

- support an environmentally sustainable future through our commitment to reducing our operational impact on the environment.

We will achieve this by undertaking the following key activities:

KEY ACTIVITIES	PERFORMANCE MEASURE	2023-24 TARGET	2024-25 TARGET	2025-26 TARGET	2026-27 TARGET	SOURCE AND METHODOLOGY	NCP PILLAR
Grow own source revenue (OSR) through commercial initiatives	Increase in OSR from commercial streams	10% increase on previous year	10% increase on previous year	10% increase on previous year	10% increase on previous year	Quantitative data Finance management system to assess OSR	4. Strong Cultural Institution Infrastructure
Implement ICT (information and communications technology) corporate systems to improve efficiencies and audience experiences	Delivery of projects	Deliver ICT corporate systems and cyber security program Commence upgrade of digital connectivity for visitors in public spaces Launch new website	Complete digital connectivity for visitors in public spaces.	—	—	Quantitative data Visitor numbers in regard to public use of digital connectivity to programs and services	
Implement the Disability Inclusion Action Plan (DIAP)	Improved access to Old Parliament House	Implement outputs identified in the DIAP	Implement outputs identified in the DIAP	Implement outputs identified in the DIAP	Implement outputs identified in the DIAP	Quantitative data Internal governance reporting to report delivery against identified outputs	4. Strong Cultural Institution Infrastructure
Implement the Reconciliation Action Plan (RAP)	Increased content and understanding of Aboriginal and Torres Strait Islander peoples and culture in MoAD's activities	Implement outputs identified in the RAP	Implement outputs identified in the RAP Commence redevelopment of a new RAP.	Implement outputs identified in the RAP Implement the new RAP.	Implement outputs identified in the RAP	Quantitative data Quantitative data Internal governance reporting to report delivery against identified outputs	1. First Nations First 4. Strong Cultural Institution Infrastructure
Develop and implement the Environmental Sustainability Action Plan (ESAP)	Reduction in carbon footprint	Develop the ESAP	Commence implementation of the ESAP and measure performance against Key Performance Indicators	Implement outputs identified in the ESAP	Implement outputs identified in the ESAP	Internal governance reporting to report delivery against identified outputs	4. Strong Cultural Institution Infrastructure
Strengthen business systems which enable MoAD to operate efficiently and manage risk	Completion of related projects	Implement new online shop and ticketing system Implement the Client Relationship Management system to meet business requirements	Strengthen in-house ICT systems and staff capabilities			Quantitative data Internal governance reporting to report delivery against identified outputs	4. Strong Cultural Institution Infrastructure

Strategic priority
Sharing the story of Australian democracy

INTENDED RESULT

MoAD will expand our audience reach as we seek to explore the story of Australia's social and political history, and how this heritage has shaped Australia's unique democracy.

It will:

- create innovative exhibitions and content which build understanding about Australia's social and political history

- engage and grow audiences with storytelling approaches that are creative, unique, accessible and robust

- expand our engagement with existing audiences, and build connections with new audiences that reflect the diversity of Australia

- increase national reach, through touring exhibitions and digital engagement enabling all Australians to connect with Old Parliament House and the Museum of Australian Democracy

- grow partnerships with supporters to enhance and expand the impact of our work.

We will achieve this by undertaking the following key activities:

KEY ACTIVITIES	PERFORMANCE MEASURE	2023–24 TARGET	2024–25 TARGET	2025–26 TARGET	2026–27 TARGET	SOURCE AND METHODOLOGY	NCP PILLAR
Deliver temporary, touring and permanent exhibitions and programs which build civic and social understanding about Australian social and political history	Total number of visitors on site	250,000	270,000	280,000	290,000	Quantitative data — annual visitation numbers	All
	Delivery of temporary exhibitions program	Open and tour annual *Behind the Lines* exhibition	Open and tour annual *Behind the Lines* exhibition	Open and tour annual *Behind the Lines* exhibition	Open and tour annual *Behind the Lines* exhibition		
	Total number of visitors to touring exhibitions	35,000	40,000	45,000	50,000		
Redevelop the Play Up facility for 0–5 age range audiences	Increase in visitor numbers annually in the 0–5 age range (groups and families)	Develop learning and design concept for 0–5 age range	Commence redevelopment project	Complete redevelopment project		Quantitative data — annual visitation numbers Qualitative data — program and event numbers Visitor survey and feedback	1. First Nations First 2. A Place for Every Story 5. Engaging the Audience
Build partnerships with government, research and private enterprise to extend MoAD's engagement with audiences and stakeholders	Number of MoUs and agreement with stakeholders	Develop a Partnership Strategy	Deliver in accordance with targets outlined in the Partnership Strategy	Deliver in accordance with targets outlined in the Partnership Strategy	Deliver in accordance with targets outlined in the Partnership Strategy	Quantitative and qualitative data Partnership agreements Financial management system Visitor count	4. Strong Cultural Institution Infrastructure 5. Engaging the Audience
Grow philanthropic revenue through donations and bequests	$ raised through donations and notified bequests	Develop a five-year Philanthropy, Bequest and Sponsorship Strategy	10% increase on previous philanthropic revenue	10% increase on previous philanthropic revenue	10% increase on previous philanthropic revenue	Quantitative data Performance against annual targets for philanthropy, grants sponsorship and donations Financial management system	4. Strong Cultural Institution Infrastructure 5. Engaging the Audience
Grow corporate partnerships	$ raised through corporate partners both cash and in-kind	Develop a five-year Philanthropy, Bequest and Sponsorship Strategy	10% increase on previous philanthropic revenue	10% increase on previous philanthropic revenue	10% increase on previous philanthropic revenue	Quantitative data Performance against annual targets for philanthropy, grants sponsorship and donations Financial management system	4. Strong Cultural Institution Infrastructure
Develop a centenary fundraising program	$ raised against target	Develop the centenary campaign	Tracking against target	Tracking against target	Tracking against target	Quantitative and qualitative data Financial management system Customer Relationship Manager	4. Strong Cultural Institution Infrastructure 5. Engaging the Audience

Strategic priority
Inspiring all to help shape Australia's future

INTENDED RESULT

MoAD will develop innovative and informative content and programs that inspire, encourage and equip Australians of all ages to participate in our democracy.

It will:

- be a trustworthy source of authentic, factual and balanced information about Australia's democratic systems

- host more public programs, events and debates in key heritage areas, such as the House of Representatives and Senate Chambers, to enable community engagement and discussion on key issues of democracy

- create programs and content which enable audiences to explore concepts of democracy, and deepen their confidence to participate in Australia's future

- increase learning engagement and programs which enable young Australians to understand how they can participate in Australia's democracy.

We will achieve this by undertaking the following key activities:

KEY ACTIVITIES	PERFORMANCE MEASURE	2023–24 TARGET	2024–25 TARGET	2025–26 TARGET	2026–27 TARGET	SOURCE AND METHODOLOGY	NCP PILLAR
Deliver public programs for all age groups to enable existing and new audiences to explore and deepen their understanding, and to strengthen their engagement with Australia's social and political history and democratic systems	Total number of onsite and offsite visitors and participants in MoAD programs and events	45,000	45,000	50,000	55,000	Quantitative data — visitor count Qualitative data — program numbers	1. First Nations First 2. A Place for Every Story 5. Engaging the Audience
Provide online and social media content regarding Australia's social and political history and its democratic system **Deliver referendum-neutral civics campaign to assist Australians to understand the process**	Number of visits to website	820,000	880,000	930,000	1,000,000	Quantitative data Unique website visits Digital analytics Social media engagements Visitor count Numbers for pre-poll and polling days	5. Engaging the Audience
	Social media reach (general)	120,000	126,000	133,000	140,000		
	Reach of the social media referendum campaign among new audiences (including the digital toolkit resource)	20,000	N/A	N/A	N/A		
Deliver onsite and offsite programs for primary and secondary schools	Number of school students and teachers who visit Old Parliament House	78,000	82,000	85,000	90,000	Quantitative data Number of students and teachers who participate onsite and in person outreach programs Booking system	5. Engaging the Audience

KEY ACTIVITIES	PERFORMANCE MEASURE	2023–24 TARGET	2024–25 TARGET	2025–26 TARGET	2026–27 TARGET	SOURCE AND METHODOLOGY	NCP PILLAR
Facilitate digital school excursions and media resources for primary and secondary schools	Number of students and teachers who participate in virtual programs and online resources	300,000	310,000	320,000	330,000	Quantitative data Number of unique page views classroom lessons Booking system	5. Engaging the Audience
Develop downloadable content relevant to the curriculum for teachers and students	Downloads of student classroom resources	113,000	115,000	116,000	117,000	Number of unique downloads for classroom resources Digital analytics	5. Engaging the Audience
Develop and present high-quality school resources and programs linked to the national curriculum	Teachers reporting relevance to the curriculum	95%	95%	95%	95%	Quantitative and qualitative data	
	Teachers reporting overall satisfaction of learning programs	95%	95%	95%	95%	Data analysis of survey results, including total number of learning surveys (onsite and online Surveys undertaken on a voluntary basis	

Governance, policy and planning/ reporting framework

Governance framework

Old Parliament House is a Corporate Commonwealth Entity under the Public Governance, Performance and Accountability (Establishing Old Parliament House) Rule 2016. The Board of Old Parliament House is the Accountable Authority.

The functions of Old Parliament House, as established under the Rule (2016), are:

- to conserve, develop and present the Old Parliament House buildings and collections
- to provide public programs and research activities related to Australia's social and parliamentary history
- to provide a range of other services for visitors to Old Parliament House
- to undertake other relevant tasks as the minister responsible for Old Parliament House may require from time to time
- to undertake such other functions as are conferred on Old Parliament House by the Rule (2016) or by any other law of the Commonwealth of Australia
- to do anything incidental to or conducive to the performance of any of the above functions.

Reporting framework

As a Corporate Commonwealth Entity, MoAD prepares an annual Corporate Plan. This primary planning document outlines the role of MoAD, the key activities it undertakes to fulfil this role in the reporting period, and how it will measure its performance against the key activities. The Corporate Plan forms part of the Commonwealth Performance Framework, and works in conjunction with the Portfolio Budget Statements and the Annual Performance Statement, which are reflected in MoAD's Annual Report.

Performance overview

Portfolio Budget Statements

OUTCOME 1

An enhanced appreciation and understanding of the political and social heritage of Australia for members of the public, through activities including the conservation and upkeep of, and the provision of access to, Old Parliament House and the development of its collections, exhibitions and educational programs.

PROGRAM 1.1 — OLD PARLIAMENT HOUSE

Old Parliament House enhances the appreciation and understanding of the political and social heritage of Australia for members of the public, through activities including the conservation, upkeep and access to the Old Parliament House building and the development of MoAD's collections, exhibitions and educational programs.

Program 1.1 will be delivered in accordance with the following key activities:

- ensuring the heritage values of Old Parliament House are recognised, preserved and communicated
- delivering critical capital works program and building conservation program to facilitate ongoing sustainable use of the building for current and future generations
- managing a collection of national significance to document and illustrate the development of Australian democracy
- providing enhanced visitor experiences through participation both onsite and online
- providing quality learning programs that align with the national curriculum.

MoAD's Corporate Plan is its primary planning and reporting document. It will measure performance through four key strategic priorities, and report on these measures in annual performance statements. To meet MoAD's accountabilities under the *Public Governance, Performance and Accountability (PGPA) Act 2013* and the accompanying Rule (2016), a range of performance measures are used to assess effectiveness, efficiency and outputs. MoAD uses both qualitative and quantitative measures to assess its performance.

Technology

New technologies play an important role in enabling MoAD to enhance how audiences access a wide range of content and programs. MoAD will continue to explore how it can adopt technologies which improve user experiences, particularly in relation to accessibility.

As a Corporate Commonwealth Entity, cyber security continues to be a priority for MoAD, which strives to improve its cyber security and address risks by setting increased requirements for the securing of technology, in line with the Australian Government's broader direction.

The ICT (information and communications technology) section continues to improve its monitoring of geopolitical events and related malicious activities in an effort to minimise any potential impact on MoAD systems, and its resilient incident and recovery procedures and security plans.

MoAD is focused on pursuing the Essential 8 mitigation strategies developed and maintained by the Australian Cyber Security Centre, including phasing out legacy technologies in order to limit any potential external disruption of MoAD's business-as-usual. The in-house team continues to focus on strengthening its resourcing capabilities to effectively manage MoAD's ICT systems.

MoAD will improve its business systems by centralising platforms to streamline maintenance and to ensure that a strong focus is kept on protecting valuable public and organisational data.

Capability

Risk

MoAD's staff comprise a highly motivated, inclusive and innovative workforce with broad skills and experience and a high degree of specialist expertise. Staff have a diverse range of skills and experience in heritage and conservation management, exhibition delivery, digital applications, curation, visitor experience, learning, site interpretation, public programming, building and facilities management, marketing, corporate services and administration. They have built a unique, strong and supportive workplace culture. Staff value the culture they have created and actively seek to grow and strengthen it year on year.

MoAD volunteers are an important and valued component of our public work, particularly in relation to visitor engagement. Over the next four years, our highly regarded volunteer program will continue to offer new opportunities for people to become involved in MoAD's public engagement programs.

MoAD is committed to developing its capability by ensuring staff have the right skills and resources. It will continue to develop the workforce through targeted training programs, in areas such as museum practice and the development of commercial skills and leadership, and through supporting activities in the Reconciliation Action Plan (RAP) and the Disability Inclusion Action Plan (DIAP), including cultural competency training and disability confidence training.

The boutique size of the MoAD workforce presents risks in regard to workloads and succession planning. MoAD also faces challenges in attracting and retaining skilled staff, within an APS environment in which there are differing remuneration arrangements and a competitive employment market for the critical and specialist skills that MoAD requires.

MoAD applies a strategic, consistent and structured entity-wide approach to risk management and focuses on achieving an appropriate balance between realising opportunities and minimising risk impact. Risk management is integrated into our strategic and operational practices, to ensure good corporate governance, improved decision-making, enhanced outcomes and accountability.

The Risk Management Policy and Framework provides the basis for:

- confident and rigorous decision-making, planning, budgeting and reporting
- proactive rather than reactive management of opportunities and threats related to strategic and operational objectives
- improved incident management and risk mitigation practices
- clear understanding by all staff of their roles, responsibilities and authorities for managing risk
- continuous improvement of the risk management culture through enhanced communication, planning and reporting.

The framework outlines the methodology and appropriate documentation for staff to use when undertaking risk assessments and addresses:

- risk appetite and tolerance levels, which have been incorporated into the Risk Assessment Matrix
- a risk register is maintained and there are clear approval and monitoring/reporting processes which are considered and endorsed by the Audit, Finance and Risk Committee, before being reported to the Board of Old Parliament House.

RISK AREA	IDENTIFIED RISKS	KEY MITIGATION AND CONTROLS
Health and safety	Failure to provide for the health and safety of all staff, volunteers, visitors and tenants Failure to manage health and safety hazards presented by our unique operating environment in a heritage building	• committees, policies and procedures in place for safe work practices • mandatory training, health and wellbeing initiatives • regular independent reviews of key areas and the building environment • monitoring of staff hours and wellbeing • contractor inductions
Preservation and maintenance of the historical building and its collections	Failure to manage and maintain the heritage building, its exhibitions and other infrastructure Loss of, or damage to, the heritage values, building and/or collections and reputational damage	• Life Cycle Cost Plan (LCCP) developed • regular updates to government on financial position, works and maintenance programs • maintenance contract in place • building management systems • fire systems • regular governance committees • mandatory heritage inductions • policies and procedures in place for actions with heritage implications • Business Continuity Plan (BCP) • Disaster Management Plan (DMP) • Heritage Management Plan (HMP) • Collection Management Procedures
Physical and cyber-security	Failure to provide robust and secure technology Failure to provide a physically safe space for all staff, volunteers, visitors and tenants	• security services operating 24 hours a day • liaison with the Australian Federal Police and other intelligence services as necessary • BCP planning • staff training • user access restrictions • engagement with cyber security specialists, as required
Staff capability and capacity	Failure to attract and retain high-quality and diverse staff and volunteers	• policies and procedures in place for human resources (HR) recruitment and diversity • active use of APS Employee Census results • opportunities for secondments and working collaboratively across teams • training opportunities

RISK AREA	IDENTIFIED RISKS	KEY MITIGATION AND CONTROLS
Financial sustainability	Failure to fulfil Old Parliament House's purpose because of the impact on financial resources available from financial policy and the impact of efficiency dividends and parameter adjustments on appropriation Failure to care for the heritage building and its collections, invest in enabling systems, resilience to cyber threats and the ability to attract and retain skilled staff Failure to maintain and grow Old Parliament House's own source revenue (OSR) generation capacity	- representations to government on the financial position of Old Parliament House - submission of new policy proposals (NPP) for funding - maximising tenancies at Old Parliament House - sourcing of philanthropy and sponsorship - increasing student visitation - sourcing new revenue streams
Governance and management framework	Failure to maintain a robust governance system and culture and appropriate management systems and practices	- internal audit reviews and recommendations register - audit committee - end of financial year audit - senior management committee - dedicated governance function - specialist committees, including heritage and collection acquisitions - Project Steering Committee - ICT Committee - Implementation of policies and procedures - Digital Asset Management System (DAMS) - Intellectual Property (IP) Register - Risk Register - Customer Relationship Manager (CRM)
Audience engagement and experience	Failure to attract, engage and grow audience and visitation (onsite and online)	- forward planning committee - content committee - audience research activities - alignment with national curriculum - PACER requirements and learning principles - schedule refresh and updates on exhibitions - evaluation of activities for continuous improvement opportunities - marketing and communication plans

MOAD

Museum of Australian Democracy
at Old Parliament House

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