

Museum of Australian Democracy
at Old Parliament House

MOAD

Annual Report 2022-23



Acknowledgement of Country

The Museum of Australian Democracy acknowledges Australia's First Nations peoples as the Traditional Custodians 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.

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Cover image credits

House of Representatives chamber; Photo: Ben Appleton.

Museum of Australian Democracy at Old Parliament House

The Hon Tony Burke MP
Minister for the Arts
Parliament House
Canberra ACT 2600

Dear Minister,

On behalf of the Board of Old Parliament House (OPH), I am pleased to present the Museum of Australian Democracy (MoAD) Old Parliament House Annual Report 2022-23.

As the accountable authority, the Board is responsible for preparing and providing the annual report, in accordance with section 46 of the *Public Governance, Performance and Accountability Act 2013*. The report was approved by the Board on 9 October 2023.

I commend to you the governance provided by the Old Parliament House Board, the Audit, Finance and Risk Committee, and the continued work of MoAD's dedicated staff.

MoAD continues to play a pivotal role in engaging and educating the community on the value of Australia's unique democracy. Our programs enable visitors to better understand how democracy works, the value of civic engagement, and inspires them to participate.

In February 2023, we welcomed Ms Stephanie Bull as the new Director of MoAD. I thank Deputy Director Mr Andrew Harper for acting in this role following Ms Karp's departure in June 2022. I also thank Deputy Chair Mr Bernard Wright AO and our fellow Board members Ms Cheryl Cartwright, Ms Gai Brodtmann, Ms Lenda Oshalem, Prof Greg Craven AO and Mr Gerard Wheeler for their contributions.

I would also like to thank and bid farewell to the Hon. Nick Minchin AO who served as Board Chair for the last three years. Mr Minchin led the Board and MoAD through a number of challenging events, including: damage to the building from the January 2020 hailstorm; reduced visitor numbers due to the 2019-2020 bushfires and the COVID 19 pandemic; and fire damage and smoke contamination resulting from a protest in 2021. It is a testament to Mr Minchin's leadership that, as of May 2023, MoAD saw a strong return of visitors and engagement.

As I commence in my new role as Chair of the Board, I will continue to focus on increasing engagement and connection to MoAD and Old Parliament House, particularly in the leadup to the centenary of the opening of the building in 2027.

Yours sincerely,

Chair
Board of MoAD Old Parliament House
9 October 2023

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Old Parliament House facade; Photo: Tom Ferguson.

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Our purpose

The Museum of Australian Democracy (MoAD) was established in Old Parliament House (OPH) in 2009 to provide an enriched understanding and appreciation of the political legacy and intrinsic value of Australian democracy.

As the home of our Federal Parliament from 1927 to 1988, Old Parliament House and its collections constitute a significant national heritage site that must be conserved for future generations.

We aim to fulfil our purpose and communicate the spirit of Old Parliament House through:

- conservation of the national heritage building and collections
- creation and delivery of public programs, learning experiences and research activities related to Australia's social, parliamentary, and democratic history
- the provision of activities and services to promote the understanding of democracy and Australia's democratic traditions and institutions.

Museum Experience Officer welcoming visitors to Old Parliament House; Photo: Ben Appleton.



Our vision

MoAD plays a significant role in enriching understanding and appreciation of Australia's political legacy and the intrinsic value of democracy – the capacity for people to have a say in the future of this nation.

Through our exhibitions, events, engagement and education programs we cultivate a *peoples' place* – true to the building's original brief – to improve understanding of democracy and the skills required to participate in it.

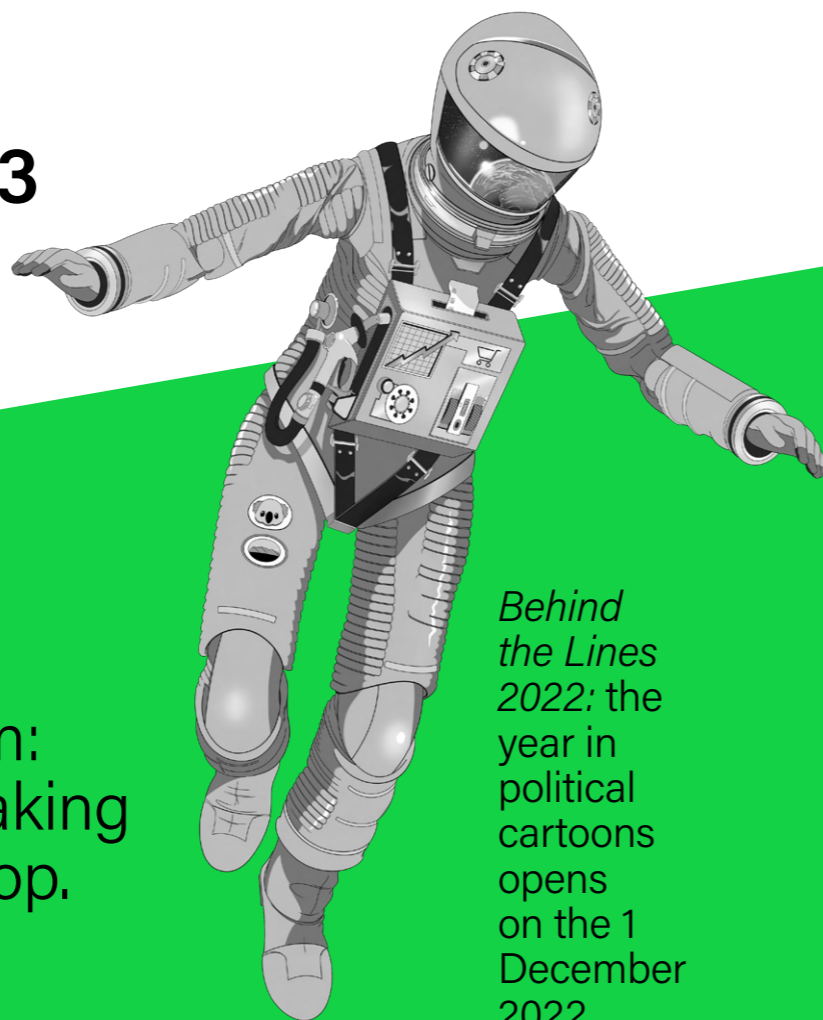
In a country comprising of people from more than 200 nations, MoAD provides a space where the varied voices that make up our nation can be heard and respected. As a trusted cultural institution, MoAD seeks to build new, mutually beneficial partnerships that will extend our reach, engagement and influence to a range of audiences.

Celebrating the spirit of Australian democracy and the power of our voices within it



Desk in Senate Opposition Party Room; Photo: Tom Ferguson.

Snapshot of 2022-23



Civics and Citizenship digital event.

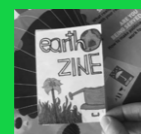
Behind the Lines 2021 travelling exhibition opens at National Cartoon Gallery, Coffs Harbour.

Carolyn Kennedy visit.

Canberra Writers Festival.



School Holiday Program: Zine making workshop.



Commemoration activities for the death of Queen Elizabeth II, including a condolence book, banner, flowers and projections in King's Hall.

Henry Parkes Oration.

MoAD says thank you.

Reopening ceremony.

Behind the Lines 2022: the year in political cartoons opens on the 1 December 2022.

Blueprint opened on 16 December 2022.

The AEC exhibition *Writs to Referendums* opened on Monday 12 December.

MoAD wins two National Trust of Australia - Act Heritage Awards.

Acting Director attended the launch of the Australian Government's new National Cultural Policy, *Revive*.



School Holiday Program: Open Air PlayUP.

New Director Stephanie Bull starts term.

Onsite teacher famil with Nicole Godwin and Duncan Smith.



Digital event: *Backyard Buddies* with Andy Geppert.

Behind the Lines 2022 opens at the State Library of South Australia.

Tiny things, big stories collection is displayed at the National Collection Showcase at Australian Parliament House.

Enlighten: The People's House event.

House of Representatives Chamber closed to the public for major conservation work.

House of Representatives Chamber roof replacement commences.



The refreshed Government Party Room interpretation opens to visitors.

Behind the Lines 2022 opens at Parramatta Riverside Theatre.

Tiny Things, Big Stories opens in King's Hall.

School Holiday Program: Open Air PlayUP.



The children's book *Democracy!* written by Australian author and illustrator Philip Bunting, in consultation with MoAD, is released.

Barrie Cassidy commences as Chair of OPH Board.



Behind the Lines conversation with David Pope at the Old Treasury Building in Melbourne.

Commemoration of former Board member Simon Crean in King's Hall.

July August September October November December January February March April May June

22

23



Chapter 01

Director's report

MoAD continues its leadership role in informing, educating and engaging visitors about Australia's democracy. It is a place in which individuals can reconnect with our national story and assess their own roles in upholding their own democratic values. Over the past year, MoAD has achieved several significant milestones, achievements and initiatives.



Previous page; General staff office within the Prime Minister's Suite; Photo: Tom Ferguson. From left; MoAD's repaired front doors; Photo: Ben Appleton. MoAD staff engage with visitors at Enlighten event; Photo: Ben Appleton. Visitors at the 2022 Behind the Lines exhibition; Photo: Tom Ferguson. The Prime Minister's Suite; Photo: Tom Ferguson.

Rising from the ashes

On 27 November 2022 MoAD held a public event to mark the completion of the fire remediation work to repair and reconstruct the portico and front entrance that was substantially damaged in a fire in December 2021. Mr Paul Girrawah House, a Nambri Elder, and his son Mr Reuben House performed a moving Welcome to Country with a smoking and healing ceremony in front of 50 staff and contractors in the Senate Courtyard, followed by the premiere of the fire remediation documentary, *Old Parliament House After the Fire*.

Throughout the project our staff demonstrated incredible resilience and adaptability.

The People's House

This year MoAD celebrated those who made this house a hive of activity for more than 60 years. As part of Canberra's Enlighten Festival held in March 2023, visitors to OPH were given the opportunity to step inside after dark and discover the untold stories of people who kept the clocks ticking, meals cooked, hair coiffed, memos typed and the parliamentary record accurate.

MoAD collaborated with artist Trevor Dickinson whose illustrations brought Canberra's beloved bus shelters to life. Inside and outside the building, Trevor reimagined the people, their tools and workspaces across time in this iconic building. This event signalled the return of MoAD's after dark Enlighten offerings, (post COVID) Nearly 16,000 visitors participated in The People's House.

Blueprint

Blueprint opened in December 2022 and draws on the concept of an architect's blueprint. This exhibition lays out five building blocks that are the foundation of democracy in Australia. It displays compelling objects including highly significant documents of Australia's history such as, the Ballarat Reform League Charter dating to 1854 and the 2013 Constitutional Recognition petition made by Munganbana Norman Miller in the shape of a large boomerang.

The exhibition gained strong media attention in the opening two weeks reaching an audience of 2,696 people. It has been well received and popular with both general visitors and school audiences.

Behind the Lines 2022

Behind the Lines 2022, MoAD's perennially popular exhibition celebrating the art of political cartooning took a giant leap into outer space with the theme *Off the Planet*, reflecting on a year where lockdowns ended, borders opened and we burst from our living rooms, eager to discover what more was out there.

Our cartoonists have peered into their telescopes and brought into focus another eventful year. A federal election, a change of government, the rise of the 'teal' independents, skyrocketing interest rates and a cost-of-living crisis—all are represented on the walls of the exhibition.

Learning

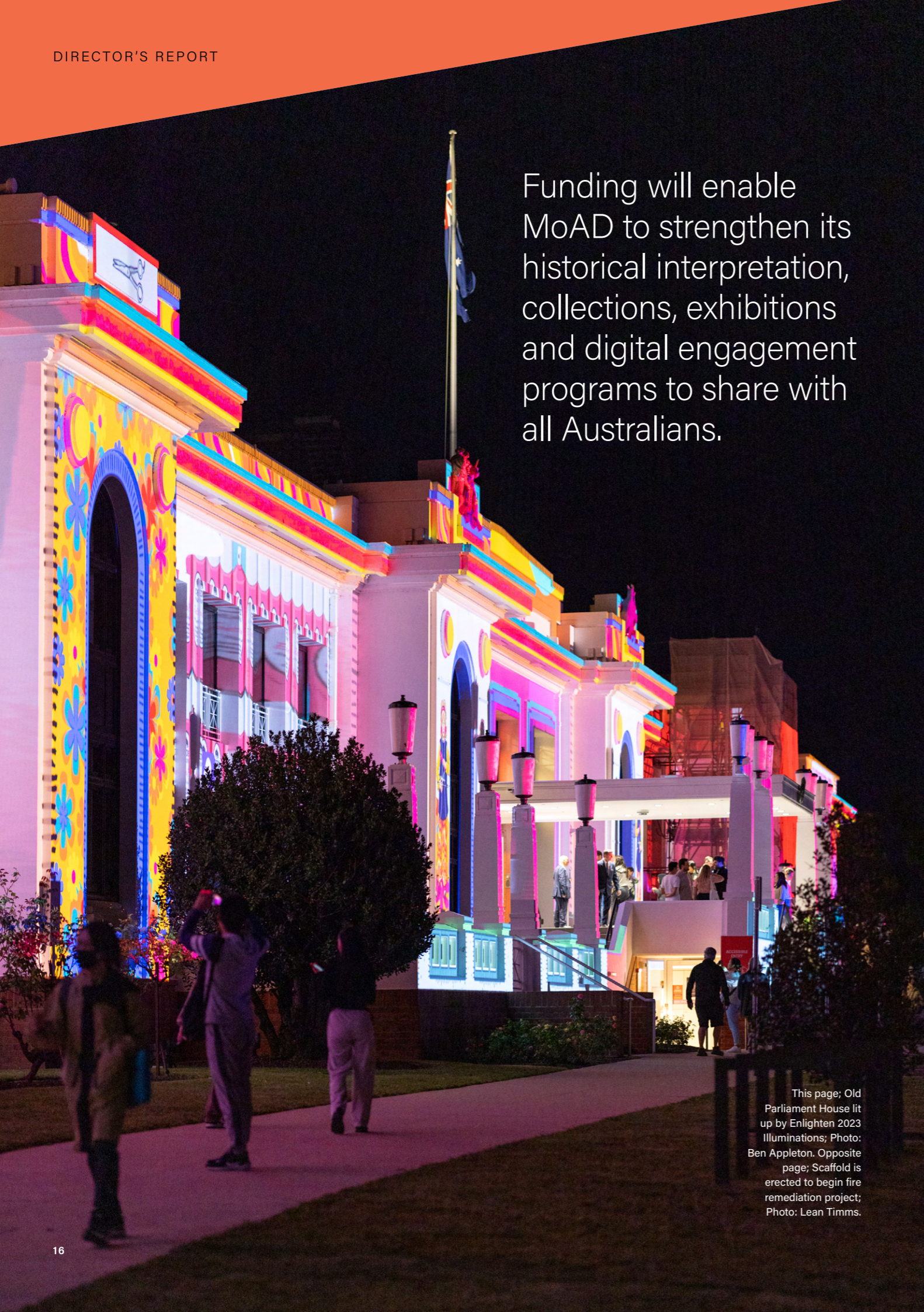
During this year, 75,918 students and teachers visited OPH participating in a range of engaging education programs aligned to the Australian curriculum. Despite the return of school groups onsite, our digital numbers have remained strong with 16,900 students connecting through events and workshops. Our ready-to-go resources on the website reached approximately 230,000 students and teachers across the country.

National Trust Heritage awards

For the seventh consecutive year, the work of our Heritage and Capital Works teams was acknowledged by the National Trust of Australia, ACT. Two MoAD projects received National Trust of Australia ACT Heritage Awards.

The popular Prime Minister's Suite was refreshed last year and includes details that make it look as if former Prime Minister Bob Hawke stepped away for a meeting. Complete with its '80s era wood-laminated box TV, the National Trust judges said of the refresh that it, 'shows careful attention to detail so that visitors can enjoy the *point in time* aesthetic.'

Also recognised was the careful work undertaken to repair damage caused by Canberra's 2020 hailstorm, which damaged several skylights on the roof. In their report, the judges said the hail repair work was an 'excellent example of the restoration and reconstruction of vulnerable heritage fabric,' and that 'great care has been taken to ensure a high-quality finish to the remediation works.'



Funding will enable MoAD to strengthen its historical interpretation, collections, exhibitions and digital engagement programs to share with all Australians.

This page; Old Parliament House lit up by Enlighten 2023 Illuminations; Photo: Ben Appleton. Opposite page; Scaffold is erected to begin fire remediation project; Photo: Lean Timms.



Significant new announcements

The Board and staff of MoAD welcomed the funding announcement by the Prime Minister and Minister for the Arts on 5 April 2023. The announcement outlined funding of \$37.9 million over 4 years for MoAD.

This funding will enable MoAD to undertake critical infrastructure works to help protect our iconic heritage building, particularly in the lead up to celebrating the centenary of OPH in 2027. The funding will also enable MoAD to strengthen its historical interpretation, collections, exhibitions and digital engagement programs to share with all Australians.

This core funding will also enable MoAD to explore philanthropic and corporate sector funding opportunities and build partnerships with supporters and donors.

MoAD also welcomed the release of the Australian Government's National Cultural Policy, *Revive: A Place for Every Story, a Story for Every Place*, in January 2023. 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.

Appointments

MoAD farewelled the Hon Nick Minchin AO as Chair of the Board and thanked him for his leadership over the past three years.

MoAD welcomed the commencement of Mr Barrie Cassidy's appointment as the new Chair on 30 May 2023. Mr Cassidy's time spent as a press secretary in this building and as a journalist for five decades has given him a depth of experience relevant to the MoAD. I look forward to continuing to work with him and other Board members over the coming years.

I thank Mr Andrew Harper who was acting as Director of MoAD for 7 months prior to my appointment as Director in February 2023. I also thank the OPH Board, our supporters and volunteers and the wonderful staff that work at this iconic institution.

Stephanie Bull



Chapter 02

Our organisation

MoAD is part of the Department of Infrastructure, Transport, Regional Development, Communications and the Arts portfolio. The Minister is the Hon Tony Burke MP, who is also Minister for Employment and Workplace Relations.

Our functions

Old Parliament House was established as a Corporate Commonwealth Entity under the *Public Governance, Performance and Accountability (Establishing Old Parliament House) Rule 2016*.

It has the following functions:

- to conserve, develop and present the OPH building 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 OPH
- to undertake other relevant tasks as the Minister responsible for OPH may require from time to time
- to undertake such other functions as are conferred on OPH by the Rule or by any other law of the Commonwealth
- to do anything incidental to or conducive to the performance of any of the above functions.

Organisational structure

OPH pursues its purpose through MoAD which is overseen by a Board established under section 13 of the *Public Governance, Performance and Accountability (Establishing Old Parliament House) Rule 2016*.

The Board is the accountable authority under the *Public Governance, Performance and Accountability Act 2013* (PGPA Act).

MoAD OPH had no subsidiaries in 2022–23.

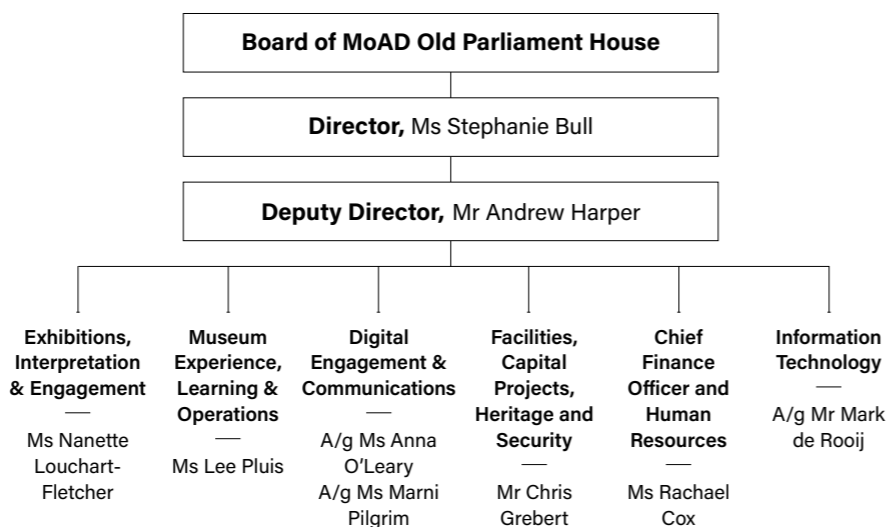


Figure 1 Organisation structure at 30 June 2023

Board functions

The Board's functions are to decide the objectives, strategies and policies and to ensure the proper and efficient performance of MoAD's functions. This role includes:

- approving and monitoring significant expenditure and commitments
- appointing and removing the Director, in consultation with and subject to approval by, the Minister
- ensuring that the organisation operates with an appropriate corporate governance structure, acts legally and responsibly on all matters and maintains the highest ethical standards
- establishing and supervising specialist committees, including an audit committee and, as appropriate, considering and approving the annual financial statements.

The Board also contributes to MoAD's operations by:

- participating in expert advisory groups and meetings
- engaging on key strategic matters and providing input to planning
- provide input and advice on MoAD's operations
- representing and promoting MoAD.

Following their appointment, Board members are briefed and receive training on their roles and responsibilities regarding the organisation, people, policies, culture, strategy and performance of MoAD.

Board membership

The Board consists of a Chair, Deputy Chair, MoAD's Director and up to five other members.

In May 2023 the Hon Nick Minchin AO completed his three-year term as Chair and Mr Barrie Cassidy was appointed to the position.

Board members are appointed by the responsible Minister for terms of up to three years, not exceeding a total of nine years. Appointments of members are based on knowledge or experience relevant to MoAD. At the end of 2022–23 the Board had a full complement of seven members.

The Board met four times in 2022–23. Table 1 sets out each Board member's attendance during the year.

Table 1 MoAD Old Parliament House Board members at 30 June 2023

Name	Position	Period of appointment		Meetings attended/eligible to attend
The Hon Nick Minchin AO	Outgoing Chair	29 May 2020	28 May 2023	4/4
Mr Barrie Cassidy	Chair	30 May 2023	29 May 2026	0/0
Mr Bernard Wright AO	Deputy Chair	8 December 2016 9 December 2019 9 December 2022	7 December 2019 (first term) 8 December 2022 (second term) 8 December 2024 (third term)	4/4
Ms Gai Brodtmann	Member	30 May 2020 29 May 2023	29 May 2023 (first term) 28 May 2026 (second term)	4/4
Ms Cheryl Cartwright	Member	21 November 2017 3 February 2021	20 November 2020 (first term) 2 February 2024 (second term)	4/4
Ms Lenda Oshalem	Member	8 July 2021	7 July 2024	4/4
Mr Gerard Wheeler	Member	8 July 2021	7 July 2024	4/4
Professor Greg Craven AO	Member	9 April 2022	8 April 2025	3/4
Ms Stephanie Bull	Member	22 February 2023	21 February 2028	2/2
Mr Andrew Harper	Member	17 June 2022	21 February 2023	2/2



Previous page; Country Party Room. Photo: Lean Timms. This page; From left to right; Ms Lenda Oshalem, Ms Gai Brodtmann, Mr Bernard Wright AO, the Hon. Nick Minchin AO, Ms Stephanie Bull, Ms Cheryl Cartwright, Mr Gerry Wheeler. Absent: Professor Greg Craven AO; Photo: Rohan Thomson.



Mr Barrie Cassidy
(Chair)

Mr Barrie Cassidy is a retired political journalist and current affairs television presenter. He began his career working at regional newspapers before joining the *Melbourne Herald* as a court reporter becoming a federal political correspondent for radio and television in 1979. He was also previously the President of the Federal Parliamentary Press Gallery.

In 1986, Mr Cassidy became the personal press secretary and, later, senior political adviser to Prime Minister Bob Hawke. In 1991, he worked as a correspondent for *The Australian* newspaper in Washington and subsequently worked for the ABC as a European correspondent based in Brussels. When Mr Cassidy returned to Australia he played a pivotal role in the creation of the ABC's *Insiders* television program, which he hosted from 2001 to 2019. He has also hosted *ABC News Breakfast*, *Offsiders* and *One Plus One*.

Mr Cassidy is based in Victoria and his first term with MoAD's Board began on 30 May 2023.



Mr Bernard Wright AO
(Deputy Chair)

Bernard Wright AO was Clerk of the House of Representatives from 2009-2013 and holds a Bachelor of Political Science in Asian Studies from the Australian National University.

He joined the staff of the Federal Parliament in 1972, spending more than four decades at Parliament fulfilling many roles. He was the assistant editor/editor of five editions of House of Representatives Practice, worked on the reform of parliamentary privilege and served as Registrar of Members' Interests from 1996 to 2009.

Upon his retirement in 2013, Mr Wright served on the Council for the Order of Australia from 2014. He has continued to write and speak on parliamentary subjects.

Mr Wright is based in the ACT and served on the OPH Advisory council from 26 March 2015 to 7 December 2016. He is in his third term as a member MoAD's Board, having served since 8 December 2016.



Ms Cheryl Cartwright
(Member)

Cheryl Cartwright moved to Canberra from Melbourne in 1978 to work as a secretary for Prime Minister Malcolm Fraser.

In 1980 she enrolled in a journalism degree at the University of Canberra and in 1983 returned to Parliament House as a journalist. She worked in the Press Gallery covering politics for print, radio and television for a decade and spent two years in Adelaide covering State politics.

In 1993 she left journalism and worked for a decade as a media and political adviser, including 7 years as chief of staff to a Cabinet Minister. After that she ran a national industry association for 12 years and is now a non-executive director and provides writing and editing services, as well as advice on government and bureaucracy.

Ms Cartwright is based in Victoria and is in her second term as a member of the Board, having served since 21 November 2017.



Ms Gai Brodtmann
(Member)

Ms Brodtmann was appointed to the Board on 29 May 2020 and is now in her second term.

She currently chairs the Australian Strategic Policy Institute and Fearless Women, sits on the boards of Defence Housing Australia and Endometriosis Australia and is a member of the Canberra Business Chamber Policy Taskforce. She is also a Distinguished Adviser at the National Security College and a regular presenter, panellist and podcaster on public policy, national security and women's empowerment at academic institutions and think tanks.

Elected as the Member for Canberra from 2010 to 2019, Ms Brodtmann served as Shadow Assistant Minister for Cyber Security and Defence from 2016 to 2019 and Shadow Parliamentary Secretary for Defence from 2013 to 2016. She was also on various committees, including the Joint Standing Committee on Foreign Affairs, Defence and Trade and the Joint Committee of Public Accounts and Audit. Prior to her political career, Ms Brodtmann ran her own small communication business and was a non-executive director, including on the ACT Cultural Facilities Corporation Board, for a decade.

From 1990 to 2000, she was a federal public servant with the Department of Foreign Affairs and Trade and the Attorney-General's Department.

Ms Brodtmann is a graduate of the Australian Institute of Company Directors, a Fellow of the Australian Information Security Association and a Fellow of the Public Relations Institute of Australia.

She holds a Bachelor of Arts (Politics, Sociology and English) from the Australian National University, a Bachelor of Arts (Public Relations) from the Royal Melbourne Institute of Technology and a Graduate Certificate in Business from Monash University.



Ms Lenda Oshalem
(Member)

Ms Lenda Oshalem is the Executive Director of Advocacy and Engagement at Minderoo Foundation.

Prior to working at Minderoo, Ms Oshalem was a Partner and National Campaigns Director at SEC Newgate, Australia's largest full-service strategic communications firm.

In 2018 and 2019, she worked on behalf of Dying with Dignity WA to foster political and community support for assisted dying legislation, and ultimately historic legislative change in WA.

Ms Oshalem has worked at senior levels of government and politics for over a decade across the country, including as the Assistant State Campaign Director for WA Labor from 2012 to 2017.

Ms Oshalem is also a graduate of the Australian Institute of Company Directors and is currently a Board member of Auspire, the Australia Day Council (WA).

She has also previously served as a member of the National Science Week WA Coordinating Committee and the Metropolitan Migrant Resource Centre Management Committee.

Ms Oshalem has a passion for advocacy, community engagement and organising and capacity building.



**Mr Gerard (Gerry) Wheeler
(Member)**

Mr Gerry Wheeler is the Managing Partner of Beachhead, an advertising agency dedicated to serve national security clients. This follows almost 20 years with one of Australia's largest defence companies, Raytheon Australia, where he was Head of Public Affairs for many years.

Mr Wheeler's first political role was working as an adviser to a senior Liberal parliamentarian in OPH. He also worked for the Hon Bronwyn Bishop, the Party's Federal Secretariat and as an adviser to then Prime Minister John Howard.

He is now Chair of the Advisory Board of the John Howard Prime Ministerial Library and a Federal Vice President of the Liberal Party of Australia.

Mr Wheeler holds an Economics degree from the Australian National University, is based in Canberra and is in his first term with the MoAD Board having served since 7 July 2021.



**Professor Greg Craven AO
(Member)**

Professor Gregory Craven AO is an academic who worked as the Vice-Chancellor and president of the Australian Catholic University (ACU) from 2008-2021. He holds a Bachelor of Arts, a Bachelor of Laws and a Masters of Laws from the University of Melbourne.

Professor Craven has expertise in constitutional law, government, public policy, constitutional history and federalism. Prior to joining ACU, he was a foundation Dean and Professor of Law at the University of Notre Dame Australia and Deputy Vice-Chancellor (Strategy and Planning) at Curtin University of Technology in WA. He has also previously served as the Director of the John Curtin Institute of Public Policy.

Presently, Professor Craven is a regular columnist for *The Australian* and a member of the National Catholic Education Commission and the Truth, Justice and Healing Council. He continues to teach at the ACU.

Professor Craven is based in New South Wales and is in his first term with the MoAD Board, having served since 8 April 2022.



**The Hon Nick Minchin AO
(Outgoing Chair)**

The Hon Nick Minchin AO was a Liberal Senator for SA from 1993 to 2011. He served as a Minister in the Howard Coalition Government from 1997 to 2007 and was Leader of the Government in the Senate in 2006 to 2007. From 2014 to 2017 he was the Australian Consul-General in New York.

He holds a Bachelor of Economics and a Bachelor of Laws from the Australian National University.



**Ms Stephanie Bull
(Member)**

Stephanie Bull was appointed Director of MoAD in February 2023. Ms Bull comes to MoAD after spending the past 19 years at the National Museum of Australia including five years as Deputy Director. Ms Bull has an extensive history in the cultural sector, including at the Australian War Memorial. Ms Bull's work in the sector includes exhibitions, gallery redevelopment, international engagement and corporate services. She commenced her career in the Department of Defence. Ms Bull has a BA (Hons) majoring in Australian History.



**Mr Andrew Harper
(Member)**

Mr Andrew Harper is the Deputy Director of MoAD. After the departure of the previous Director, Ms Daryl Karp, Andrew Harper acted in the role from 17 June 2022 to 21 February 2023.

Having studied Commerce at the University of Canberra, he worked in finance roles in the private sector before joining the Australian Public Service (APS) in a broader corporate capacity within the Department of Finance and then as General Manager Corporate of the APEC 2007 Taskforce within the Department of Prime Minister and Cabinet.

After joining MoAD on establishment as a separate government agency, Andrew has enjoyed working with the MoAD team through a range of change initiatives including implementation of audience engagement activities, supporting sustainability through income generation and cost management, establishing corporate functions and governance arrangements and the upgrade of digital environment.

He is a member of the Australian Institute of Company Directors, and certified member of the Australian Human Resources Institute.

Our people

The Director and the Deputy Director form the Executive and the Director sits on the Board as an executive member.

The Director is responsible for:

- managing the day-to-day administration of MoAD
- ensuring accountability to the government, Parliament and public
- helping the Minister to fulfil accountability obligations in relation to operations and administration, as required by the Parliament
- overseeing corporate governance and determining strategic priorities in consultation with the Deputy Director and section heads
- setting the broad strategic vision.

The Deputy Director is responsible for:

- supporting the Board and the Director in developing and implementing the strategic vision
- leading delivery of operations, administration, and capital projects
- deputising for the Director and overseeing day-to-day operations across the sections

Our staff have a diverse range of skills and experience in exhibition and event management, digital applications, curation, heritage, visitor experience, learning, site interpretation, building and facilities management, marketing, corporate services and administration. Our volunteers extend what we can do, particularly in relation to visitor engagement.

Exhibitions, Interpretation and Engagement

These teams shape the stories MoAD shares and encourages visitors to engage with their democracy. They build evocative contemporary exhibitions and room recreations that reinterpret key moments at OPH making the history of the building come alive for our visitors. Guided by MoAD's mission to 'Educate, Inform and Inspire,' the teams develop engagement-driven public programs and events that put the visitor at the centre encouraging an increased appreciation of Australia's political legacy and a commitment to shaping our democratic future.

Museum Experience, Learning and Operations

These teams are the first point of contact for MoAD visitors and schools. They are responsible for management of our 58 volunteers, retail operations, delivering customer service and providing a warm friendly welcome to MoAD.

They create collaborative, diverse experiences, learning and engagement through innovative tours and programs. Student and teacher learning programs and resources are aligned to the Australian curriculum and delivered, onsite, offsite and online, connecting with students and teachers across Australia.

Facilities, Capital Projects, Heritage and Security

Facilities, Capital Projects, Heritage and Security is a diverse team that is responsible for the delivery of our ambitious capital works program. It manages the heritage collection and is committed to protecting and conserving this national and Commonwealth heritage listed building. The team is also responsible for the day-to-day management of all facilities, security and services, including several tenancy spaces and a catering contract.

Digital Engagement and Communications

These teams extend MoAD's reach and forge connections with visitors, onsite and online. They create digital interactives and audio-visual experiences within exhibitions, tell MoAD's stories on MoAD's website and social media platforms and promote MoAD and its offering to new audiences across Australia. The teams are also responsible for media management. These teams combine creative technology, digital storytelling and strategic communications skills to uncover new ways of engaging audiences with their democracy and ensure MoAD and its mission make an impact.



Information technology

MoAD's IT team manages the local hosted network, which covers building management and visitor facing systems. The corporate ICT network is hosted and managed through a shared service arrangement. The local infrastructure is being used to surface digital content, provide connectivity for MoAD visitors and to service various tenants that are located throughout the building. MoAD provides a free to use Wi-Fi network within the building to all visitors.

Finance and human resources

The Finance team is responsible for the financial management of MoAD's internal financial control, financial delegations, Accountable Authority Instructions, administrative procedures, accounts payable and receivable, asset management and external and internal budgeting.

The Human Resources team delivers a range of human resource and workplace relations services. Payroll is outsourced via a shared services arrangement. The team supports MoAD's strategic objectives and organisational success through the design and delivery of human resource strategies and initiatives and business activities.

Volunteer as Stanley Bruce, first Prime Minister in the building; Photo: Ben Appleton.



Chapter 03

Highlights of the year

MoAD has completed an ambitious reinvigoration of our permanent galleries and interpreted spaces welcoming more visitors to MoAD. MoAD is enriching its travelling exhibition program including a travelling version of the Changemakers exhibition and an A-Z of Referendums to take the stories of Australian democracy to more people throughout Australia.

Exhibitions and onsite experiences

Launched on 16 December 2022, **Blueprint: constructing Australia's democracy** traces the steps Australians have taken to build a democratic system that works for us. Drawing on the concept of an architect's blueprint, the exhibition articulates the building blocks that make up Australian democracy.

Practices such as free and fair elections, the rule of law, accountability, civil freedoms and the three levels of government enable citizens to shape the government that lead in their name and combine in Australia to create how we do democracy.

Visitors can test their right to vote throughout history, check their democracy facts, have their say fridge magnet style and explore democracy reimagined as a three-dimensional sculpture.

Blueprint encourages visitors to consider how democracy is ever present in their lives. While the system is not perfect, knowing how it works is essential for understanding how to make change.

MoAD's popular annual exhibition **Behind the Lines: the year in political cartoons** opened in December 2022, with David Pope named political cartoonist of the year. The theme *Off the Planet* was inspired by a year in which Australia emerged from isolation and lockdowns, entering a new post COVID world.

This year's exhibition contained the work of more female cartoonists than ever before. The exhibition continued to highlight new and emerging artists, including Kamsani bin Salleh, Meg O'Shea, and James Hillier, in addition to the familiar work of cartooning giants such as Cathy Wilcox, Fiona Katauskas and David Rowe.

A spinning airlock, a family trail and an interactive interplanetary digital experience enhanced the exhibition, creating an engaging experience for the whole family.

Tiny Things, Big Stories, a mini exhibition in the form of a cabinet of curiosities had two iterations during 2022-23. In March 2023, it captured the imagination of parliamentarians during the National Collecting Institutions' Showcase at Australian Parliament House. In April 2023, it opened in Kings Hall to delight visitors and share the unexpected stories of a selection of tiny treasures from MoAD's collection.

Highlights include a 1653 English coin that shows the beginnings of the word 'Commonwealth', a tiny elephant Parliament House souvenir and a pair of cufflinks worn at the coronation of King George V. The mini exhibition goes to show that sometimes a closer look can be deeply rewarding.

Our permanent children's exhibition, **PlayUP** continues to be an important space for families to connect with MoAD. We facilitate daily craft-based programs from 10:30 am to 12:30 pm, including story time at 12pm. Craft activities are based on the UN's International Days and programming changes weekly. These offer visitors a creative, open-ended and playful way to engage with the exhibition and the Convention on the Rights of the Child. On Air PlayUP and The PlayUP Community Facebook group continue to be valuable resources to connect with families and keep them informed about our programming.

For this year's **Enlighten Festival** MoAD celebrated the people who made this house a hive of activity for over 60 years. Visitors discovered

the untold stories of people who kept the clocks ticking, meals cooked, hair coiffed, memos typed and the parliamentary record accurate.

MoAD collaborated with artist Trevor Dickinson whose illustrations brought to life Canberra's beloved bus shelters. For each illumination, Trevor has reimagined the people, their tools and workspaces across time in this iconic building.

The People's House after dark provided visitors with the chance to roam the corridors with the Hansard reporter and gossip with the hairdresser. The maintenance worker may have even spilled a few secrets about the building if you were lucky. The 2023 Enlighten illuminations ran from 3-13 March 2023. We worked in close collaboration with Events ACT to attract 15,692 visitors to MoAD.

As well as **custom tours** for government, diplomatic, industry and community clients, many Australian Government departments continue to include a tour at MoAD in their staff induction and training programs.

Tours offered this year included: Building History; Insights; a refreshed First Nations Experience of Democracy; Highlights (run by our volunteer guides); Pins, Pearls and Portfolios; First Women in Parliament; the Peril in the Parliament interactive experience; the torchlight Top Secret Tour with Tim the Yowie Man; Chifley's Walk (in partnership with the Hotel Kurrajong); Daring Dames: Enid Lyons and Dorothy Tangney; and Breaking News! as part of the ACT Heritage Festival.

Overall, our Museum Experience team provided onsite tours to more than 12,800 visitors during 2022-23.

We continued developing our highly regarded Parliamentary and Civics Education Rebate (PACER) **onsite learning programs**. This year we focused on creating new Australian Curriculum aligned democracy trail activities using radio-frequency identification chip technology to engage primary and secondary students in the new permanent exhibition spaces. Both teachers and students have responded positively to the revamped primary program **People Power and Making Change**. Of the 1,429 surveys completed, 99 percent indicated they had a positive learning experience.

MoAD has seen an increased uptake in its new secondary program **Democracy, Media and Me**,

indicating a growing interest in the importance of media in our democracy. Through the program, students critically reflect on the role of the media in our democracy through the exhibition **Truth, Power and a Free Press**. They visit the historic Press Gallery and discuss how to use their media literacy skills when connecting online.

Interpretive content presented onsite and online seeks to embody the heritage values of the building and tell rich and significant stories about its life as the Federal Parliament from 1927 to 1988.

The Government Party Room received a comprehensive refresh in 2023 with substantial conservation and interpretation works.

Conservation activities included a full repaint of the ceiling and walls, application of a paint finish to recreate the appearance of the timber picture rail in the 1960s, conservation of the 1927-era furniture and installation of furniture protection. The new interpretation focuses on the second prime ministership of Robert Menzies (1949-66) with the room re-created to evoke the atmosphere and events of 1964. In addition to reconsidering the layout and furnishings, MoAD enriched the displays and added interpretive panels and audio content. The Government Party Room project received donations from the public as part of our annual giving campaign.

The **House of Representatives Chamber** was closed to the public for major conservation work in mid-March 2023. The Chamber is an important part of the visitor experience so a range of onsite interpretation was installed to explain why the Chamber was closed and to help visitors visualise the Chamber interior. The interpretation included hoardings on doors to the Chamber from King's Hall, the lobbies and Press Gallery, interpretive panels on the Speaker's Chair and Mace in the Speaker's Walk and projections of the Chamber in King's Hall.

Previous page;
Desk from
Government
Party Room;
Photo: Brenton
McGeachie.

Online experiences and learning

Social media continued to serve a key function in making MoAD content accessible to audiences across Australia. We updated our content approach to suit shifting audience behaviour, increasing the volume of videos and Instagram Reels. MoAD continued to communicate its diverse offering, tailoring content to specific social media platforms: from job ads and behind the scenes updates on LinkedIn, to civics education memes on Instagram and stories of Australia's political history on Facebook. Over the year, MoAD's social media content attracted nearly 3 million impressions, 106,524 engagements and 2,322 new followers.

MoAD received over 13,100 media mentions in the 2022-23 financial year according to Meltwater data. This comprised approximately 2,800 print and online editorial mentions, 2,800 television and radio broadcast mentions and 7,500 social media mentions.

Media highlights include:

- the launch of the Behind the Lines exhibition, which received good local media coverage
- a Canberra Times profile to celebrate the announcement of the Cartoonist of the Year, David Pope
- widespread public interest and media coverage of new funding announced in the Budget, including in the Canberra Times, The Conversation, The Australian
- good local media attention of the Blueprint exhibition launch in December with reviews published in the Canberra Times and HERCanberra
- an ABC interview with newly appointed Director, Ms Stephanie Bull that was shared nationally across most ABC platforms.

In addition to planned media events, media outlets continue to contact MoAD for interviews on Australian politics, history and democracy.

MoAD's **online learning programs and workshops** have remained popular with school groups reaching 16,900 students and teachers. MoAD expanded its offerings by hosting more digital events to capture new audiences, including preschool students and those in Kindergarten to Year 4.

Using the NSW Department of Education, Distance and Rural Technologies learning platform MoAD was able to draw in larger groups from across Australia by tailoring experiences to match key celebrations including Book Week, Media Literacy Week, Franklin River 40th anniversary and sustainability. MoAD collaborated with author and illustrator Andy Geppert to create an engaging digital event for World Wildlife Day based on his book Backyard Buddies. As part of the experience, we contributed content about simple, everyday ideas to support wildlife living in children's backyards.

This year MoAD collaborated with Squiz Kids to create a **special podcast series, The Sensational World of Civics** which has reached more than 200,000 teachers, students and families. This four-part series explored what happens in Parliament, how elections work, why Canberra was selected as the nation's capital and how young people can be involved in our democracy. MoAD also consulted on a non-fiction picture book, Democracy! by Australian author and illustrator Philip Bunting, which was released in May 2023. The book is a positive primer on people power, specifically how young people can create positive change. The book was picked up by all major retailers and is already on its second print run.

MoAD specifically invested in **teacher professional development** supporting teachers at the beginning of the year as they established their classrooms and looked to build a student voice in their teaching and learning. MoAD launched *Empowering Student Voice and Agency: Start the Year Inspired*, with multiple sessions available online during the school holidays and early in first term to support teacher's schedules. As part of this campaign, we also launched a range of new student voice themed classroom resources for teachers and students, including activity sheets, infographics and a matrix of engaging activity ideas.

MoAD supported the organisation of the inaugural **Media Literacy Summit** at Meta Australia in Sydney, through contributions to the planning committee. MoAD's Learning Manager was a guest panellist discussing media literacy in the Australian Curriculum at the event. Other guest speakers at the event included the Minister of Communications, the Hon Michelle Rowland MP, Ms Michelle Ciulla Lipkin,

Craft from PlayUP exhibition; Photo: Lean Timms.



Chair of the National Association of Media Literacy Education US and journalist Ms Jan Fran.

The MoAD Learning team shared information about its media literacy programs and resources, as well as contributing to discussions about the Australian curriculum. The event attracted 190 participants including teachers, academics and not-for-profit organisations. In the lead up to the 2023 referendum, MoAD has a singular opportunity to help audiences deepen their understanding of Australia's democratic systems. We are producing a suite of civics education programming, comprising a digital campaign, school learning resources, a travelling exhibition and onsite 'voting day' activities.

MoAD received government appropriation for the digital component of the suite of programs to develop and promote credible information to voters ahead of the 2023 referendum.

Learning partnerships

MoAD partnered with the NSW Department of Education's Distance and Rural Technology learning team to deliver high-quality webinars to students across Australia. These free digital events, led by the MoAD Learning team, included collaborations with other National Cultural Institutions, authors and film producers. MoAD covered topics including media literacy, history, sustainability and democracy connecting with students from preschool to Year 12.

MoAD partnered with ABC Education to create a series of Civics and Citizenship videos to support classroom teachers across the country. Filmed in OPH, each episode focused on one area of the building including the House of Representatives, Senate, Press Gallery and Prime Minister's Suite. These videos have been cut together with historic footage and photography from the ABC archives, as well as thoughtful questions and activities from our learning team to support students learning.

MoAD continued to work with the Seriously Social team at the Academy of Social Sciences in Australia contributing to the development of their education content for secondary audiences. MoAD hosted Ginger Gorman in the Prime Minister's Suite to interview Elizabeth Reid to mark their 50th podcast episode. We also worked closely with Kelly Chase of the History Detective to release a new season of the podcast Ladies in the House. Season Four focused on four women highlighted in our onsite Change Makers exhibition including Stella Young, Nyadol Nyuon, Georgie Stone and Rebekah Robertson.



Capital works and heritage conservation

MoAD received two National Trust of Australia (ACT) Heritage Awards for its conservation and restoration work for the following projects:

- **Hail Damage Restoration:** Heritage and Collections Team, and Facilities, Capital Projects and Security Team, Eric Martin and Associates Architects, Manteena Group Principal Contractor.
- **Interpretation of the Prime Minister's Suite:** Interpretation and Content Development Team, for Hawke-era recreation of the Prime Minister's Suite.

The Hail Damage Restoration included the reconstruction of five highly significant lantern skylight structures, a clerestory window skylight and the restoration of the front façade coats of arms and post-top lights.

Custom double glazing was installed in the Senate Chamber, resolving issues with condensation. The sand-blasted design which was a key feature on the original windowpanes was reconstructed on the new glazed units using a printed technique.

Through a series of prototypes an accurate reconstruction was achieved matching the design and opacity of the original. The new glazed windows were fitted into the original 1927 timber frames which were modified to accommodate the new units. This project also addressed weather damage to both internal and external timber window frames ensuring their longevity.

MoAD installed a protective floor covering over the parquet and rubber flooring at the lower floor entry landing. Using new technology, the floor was photographed and the images printed onto the textile floor covering. The new covering will protect the original fabric while communicating the design intent of the building's architect John Smith Murdoch.

Works have now commenced on the House of Representatives Chamber Conservation and Refurbishment project. Works include accessibility upgrades to meet our Disability Inclusion Action Plan objectives, which are being partly funded by an Australian Heritage Grant.

Furniture was relocated from the Chamber to offsite storage at Fyshwick to be treated by conservators. The carpet was temporarily removed, exposing the original rubber flooring to allow access for the installation of a hearing loop. Scaffolding was erected in the Chamber to deliver fire remediation cleaning and painting and to enable access for render repairs.

The project will deliver significant conservation outcomes allowing for the ongoing sustainable use and enjoyment of the Chamber for generations to come.

The fire remediation project continued during the second half of 2022 with the entry foyer parquet laid, front steps completed and restored front doors re-hung in time for a gala re-opening in November 2022.

The installation of a completely self-supporting exhibition structure in the Opposition Party Room for the Australian Electoral Commission *Writs to Referendum* exhibition was completed. The exhibition structure includes walls and flooring that have no fixings to the heritage fabric and will be entirely reversible at the exhibition conclusion.

A conservation approach underpinned the delivery of all projects fulfilling our commitment to protecting and conserving the heritage values of the place.

MoAD visitors are keen to discover stories about the building. This year MoAD used tours, social media, film and conferences to transmit the building's heritage values to our audiences.

MoAD featured stories illuminating the work of conservators who remediated the building after the fire of 2021. A film *Old Parliament House After the Fire* was launched at the re-opening of the building in November 2022 and has been featured on MoAD's social channels.

MoAD ran fire remediation tours for MoAD staff, volunteers, and special interest groups including ACT Heritage staff, the Australian Heritage Council and Commonwealth Heritage Managers.

MoAD presented a paper at the ACT Heritage Symposium, *Old Parliament House: Healing from within after the fire*.

Scaffolding erected for fire remediation project; Photo: Lean Timms.

Collections care and development

MoAD lent a Women's Electoral Lobby banner and a kitchen table that once belonged to Ms Edna Ryan, both from the Democracy Collection to the National Archives of Australia for display in *Disrupt, Persist, Invent: Australians in an everchanging world* travelling exhibition.

MoAD also has objects on display in exhibitions at the John Howard Library and the Robert Menzies Institute. Furniture from the heritage collection continues to be lent for use within MoAD to Restaurant Associates and the APS Commission. Bryan Westwood's portrait of Paul Keating, *The Prime Minister*, is travelling with the Art Gallery of NSW travelling exhibition *Archie 100: A Century of the Archibald Prize*.

The mount assessment, object preparation and installation of *Blueprint* concluded in December 2022 with 34 Democracy collection objects and five objects from four lenders. Microfade testing was used on some collection and loan objects to determine appropriate display periods based on the object's vulnerability to light. Objects were condition checked, mounts were designed and fitted and objects were installed to delight and surprise our visitors.

Collection management activities supported the delivery of the *Tiny Things* display at the Dame Enid Lyons function room at Australian Parliament House for the National Collecting Institutions Showcase. Forty collection objects were prepared and mounted into a bespoke display case which was then converted to a minor exhibition in King's Hall. MoAD also installed the newly acquired bust of Shakespeare from Graham Freudenberg into the Prime Minister's Suite.

MoAD's collection captures the ideas, movement, individuals and events of Australia's democracy. In the reporting period notable donations added to the collection included:

- a collection of carpentry tools belonging to Mr Frank Clowry, who worked on the construction and maintenance of Parliament House as a foreman carpenter and joiner from 1923 to the 1940s
- a collection of protest and campaign posters covering a range of issues, including

Indigenous rights, the Iraq war, the US presence at Pine Gap, nuclear power and Green Alliance party and anti-Liberal Party campaigns

- a Toby jug caricature of Mr Robert Menzies modelled by Mr John Frith and made by Bendigo Pottery
- copy of the Apology to Australia's Indigenous Peoples, signed by the Hon. Kevin Rudd AC
- a pair of red 'budgie smugglers' swimmers and a NSW Rural Fire Service helmet worn by the Hon Tony Abbott AC
- a House of Representatives briefcase used by Mr Clarrie Millar, Deputy Speaker (1978-1983) and member for the electorate of Wide Bay, Queensland (1974-1990)
- three striped knitted scarves based on climate change visualisation data, made by a community organisation called Common Grace and gifted to several parliamentarians in 2021 as a call for action on climate change.

Donations of collection objects are a significant source for collection development. For generously donating to our collection in 2022-23 we would like to thank (along with our anonymous donors):

The Hon Tony Abbott AC

John Clowry

Colin Christian

Lynne Eveston

Eva Fabian

Mark Freudenberg

John Goodieson

Lauren Honcope

Chris Lloyd

Dr Matilda House

Jane Kelly and Common Grace

Geoffrey Rutledge

The Hon Kevin Rudd AC

Jane Smith AM

Jacqui Lambie Network

Edwina Menzies

Dr Hannah Middleton

The Millar family

Don Morris

National Library of Australia

Parliamentary Education Office

Office of Senator Rex Patrick

Dr Kay Patterson

Stephanie Pfennigwerth

Rouser and Getup

Partnerships, collaboration and philanthropy

MoAD remains focused on investing in, and building on, key established partnerships to create new opportunities. MoAD collaborated with partners who share MoAD's core mission and values, whose projects align with our strategic framework and whose purpose and goals amplify and strengthen our own. Much of the important work undertaken at MoAD is made possible through the support of our donor community. We thank all those who have contributed, including those who wish to remain anonymous.

Donors and partners

In 2022 the Changemakers exhibition was generously supported by the **Commonwealth Bank of Australia** as part of its Next Chapter program which helps survivors of financial abuse to find long-term independence. Their support enabled our onsite exhibition and also supported it to tour regions across the country.

Support by the **Clem Jones Foundation** has enabled MoAD to develop 'Drawn Together: referendums' a digital resource and classroom experience for primary and secondary schools, focused on referenda content. With the generous support of the Foundation this project will provide meaningful content and experiences that inspire young Australians to actively engage with democracy. It will improve understanding of referenda, the Constitution and their role in Australia's democracy

MoAD's ongoing partnership with the **Henry Parkes Foundation** enables us to connect with and deliver high-quality digital programs to teachers and students around Australia. The Henry Parkes Studio continues to be a valuable, highly interactive tool that meets a variety of Australian Curriculum outcomes.

Annual giving

MoAD would like to thank our community of donors (including those who wish to remain anonymous) who so generously supported our annual giving campaign, which this year raised money to reinterpret the Government Party Room:

Andrea Dragon
Bernard Wright AO
Carly Jassy
Claire Dawson
Edwina Jans
Elissa Alves
Graeme Rankin
Jason Flanagan
John Wise
Leonard Wise
Linda Grover
Rena Christmann
Robert Porter
Rosemary Stewart-Beardsley
Yalcin Kaya

MoAD is proudly supported by five former prime ministers as our first patrons: the Hon John Howard OM AC, the Hon Tony Abbott AC, the Hon Kevin Rudd AC, the Hon Julia Gillard AC and the Hon Malcolm Turnbull AC. They have all generously contributed time, objects and ideas to MoAD. We look forward to continuing to strengthen and develop these important relationships.

Government support

MoAD commenced a formal partnership with **Academy of Social Sciences in Australia (ASSA)** in August 2021, deepening our engagement with the research sector to develop new products and reach new audiences. MoAD collaborated on activities including a public event held about women in politics and the creation of digital learning opportunities for Australian secondary schools.

The Federal Government has provided funds for accessibility upgrades to the House of Representatives and Senate Chambers as part of MoAD's Disability Inclusion Action Plan. These funds were received through the **Australian Heritage Grants Program**.

The **National Collecting Institutions Touring and Outreach Program** is providing funding for MoAD's annual Behind the Lines exhibition. The funding will be used to provide public programming onsite for the next exhibition starting in late 2023 in addition to touring the exhibition through the first half of 2024.

The base build for **Australian Public Service Commission's** exhibition *Spirit of Service* in the new exhibition space in the Senate undercroft was completed in August 2023. The **Australian Electoral Commission's** *Writs to Referendum* exhibition opened in the Opposition Party Room in January 2023. The exhibition by the takes visitors behind the scenes of a federal election. Visitors to the exhibition learn how free, fair and impartial elections are the cornerstone of Australia's democracy.

Through the **Australian Research Council** Grant round: *Addressing Misinformation with Media Literacy through Cultural Institutions* MoAD will collaborate with leading organisations including ABC Education, Australian Libraries and Information Association, the National Film and Sound Archive and Queensland University of Technology over the next three years.

The project will allow MoAD to create resources, digital content and run events to support adults and young people develop their media literacy and critical thinking skills. MoAD's learning contribution will focus on growing teacher professional development, as well as onsite and digital program offerings to better support students.

MINISTERIAL TELEPHONE NUMBERS
(as at 30 July 1964)

USS - Post South † - South ‡ - Ministers in Cabinet	Room	CANBERRA		SYDNEY		MELBOURNE		OTHER STATES	
		Office (4100) Home	Office Home	Office Home	Office Home	Place	Office	Home	
* SIR ROBERT MENZIES (Prime Minister)	M54	7 1200	331	7 1307	25 2184				
Mr R. W. Jennings (Private Sec.)	M54	7 1200	366	7 1307	25 2184	92 7771			
Miss L. H. Craig (Private Sec.)	M55	7 1200	429	7 1307	25 2184	92 7771			
Mr R. C. Malby (Press Officer)	M54	7 1200	331	7 1307	25 2184				
* MR. MCKEAN (Trade and Industries)	M101	7 1200	331	7 1307	25 2184			Sidney	92
Miss F. O'Connor (Private Sec.)	M101	7 1200	366	7 1307	25 2184	92 7771			
Mr. L. A. Mackenzie (Liaison Officer)	M104	7 1200	429	7 1307	25 2184	92 7771			
Mr. J. Kelly (Press Officer)	M101	7 1200	331	7 1307	25 2184				
* MR. MULLER (General Affairs)	M101	7 1200	331	7 1307	25 2184	92 7771			
Mr. W. G. Wilson (Private Sec.)	M101	7 1200	331	7 1307	25 2184	92 7771			
* MR. HASLUCK (General Affairs)	M134	7 1200	429	7 1307	25 2184	92 7771		Perth	21 2815
Miss E. J. Douglas (Private Sec.)	M134	7 1200	429	7 1307	25 2184	92 7771			21 2815
* MR. MAMMERS (Lab. and Nat. Serv.)	M100	7 1200	331	7 1307	25 2184	92 7771			
Miss V. E. Dowd (Private Sec.)	M100	7 1200	366	7 1307	25 2184	92 7771			
* MR. ADERMAN (Private Industry)	M130	7 1200	429	7 1307	25 2184			Kingston Brisbane	21 2815 21 2815
Miss J. E. Powell (Private Sec.)	M130	7 1200	429	7 1307	25 2184	92 7771			
* SENATOR KELLY (Private Sec.)	M25	7 1200	429	7 1307	25 2184	92 7771		Perth	21 2815
Mr. A. McKinnon (Private Sec.)	M25	7 1200	429	7 1307	25 2184	92 7771			21 2815
* SENATOR WADE (Health)	M25	7 1200	429	7 1307	25 2184	92 7771		Perth	21 2815
Mr. E. J. O'Shea (Private Sec.)	M25	7 1200	429	7 1307	25 2184	92 7771			21 2815
* SENATOR WAKE (Health)	M25	7 1200	429	7 1307	25 2184	92 7771		Perth	21 2815
Mr. E. J. O'Shea (Private Sec.)	M25	7 1200	429	7 1307	25 2184	92 7771			21 2815
* MR. LINDSAY (Supplies)	M25	7 1200	429	7 1307	25 2184	92 7771		Newcastle	21 2815
Mr. J. E. O'Shea (Private Sec.)	M25	7 1200	429	7 1307	25 2184	92 7771			21 2815
* SENATOR STICKLAND (Agriculture)	M25	7 1200	429	7 1307	25 2184	92 7771		Lamington	21 2815
Mr. F. O'Shea (Private Sec.)	M25	7 1200	429	7 1307	25 2184	92 7771			21 2815
* MR. HELM (Government General)	M25	7 1200	429	7 1307	25 2184	92 7771		Brisbane	21 2815
Miss E. O'Connor (Private Sec.)	M25	7 1200	429	7 1307	25 2184	92 7771			21 2815
* MR. RAYMOND (Political Development)	M25	7 1200	429	7 1307	25 2184	92 7771		Albury	21 2815
Miss A. Bunker (Private Sec.)	M25	7 1200	429	7 1307	25 2184	92 7771			21 2815
SENATOR GORTON (Workshop)	M25	7 1200	429	7 1307	25 2184				
Miss E. O'Connor (Private Sec.)	M25	7 1200	429	7 1307	25 2184				
* MR. FREED (Shipping and Transport)	M25	7 1200	429	7 1307	25 2184			Perth	21 2815
Miss M. C. Harper (Private Sec.)	M25	7 1200	429	7 1307	25 2184				21 2815
* MR. J. DUNNE (Finance)	M25	7 1200	429	7 1307	25 2184			Gosport	21 2815
Miss B. Simpson (Private Sec.)	M25	7 1200	429	7 1307	25 2184				21 2815
* MR. ROBERTSON (Social Services)	M25	7 1200	429	7 1307	25 2184			Waga	21 2815
Miss J. Lane (Private Sec.)	M25	7 1200	429	7 1307	25 2184				21 2815
* MR. SZABEZ (Agriculture)	M25	7 1200	429	7 1307	25 2184			Brisbane	21 2815
Miss F. M. Rangan (Private Sec.)	M25	7 1200	429	7 1307	25 2184				21 2815
* MR. L. GARDNER (Finance)	M25	7 1200	429	7 1307	25 2184				
Miss G. Smeetham (Private Sec.)	M25	7 1200	429	7 1307	25 2184				
* MR. HONICK (Liaison Officer)	M25	7 1200	429	7 1307	25 2184			Brisbane	21 2815
Mr. W. G. Wilson (Private Sec.)	M25	7 1200	429	7 1307	25 2184				21 2815
* MR. BARKER (Transport)	M25	7 1200	429	7 1307	25 2184			Adelaide	21 2815
Miss E. O'Connor (Private Sec.)	M25	7 1200	429	7 1307	25 2184				21 2815
* MR. FORBES (Agriculture)	M25	7 1200	429	7 1307	25 2184			Mariondale	21 2815
Miss J. Dwyer (Private Sec.)	M25	7 1200	429	7 1307	25 2184				21 2815
* MR. ANDERSON (Finance)	M25	7 1200	429	7 1307	25 2184			Perth	21 2815
Miss J. Lane (Private Sec.)	M25	7 1200	429	7 1307	25 2184				21 2815
Mr. K. Dwyer (Private Sec.)	M25	7 1200	429	7 1307	25 2184				21 2815
* MR. CHASEY (Navy)	M25	7 1200	429	7 1307	25 2184			Brisbane	21 2815
Miss J. P. Mervin (Private Sec.)	M25	7 1200	429	7 1307	25 2184				21 2815
* MR. HAYDEN (Finance)	M25	7 1200	429	7 1307	25 2184				
Miss W. Brown (Private Sec.)	M25	7 1200	429	7 1307	25 2184				
* SENATOR ANDERSON (Finance and Liaison Officer)	M25	7 1200	429	7 1307	25 2184				

Chapter 04

Annual performance statements



Statement of compliance

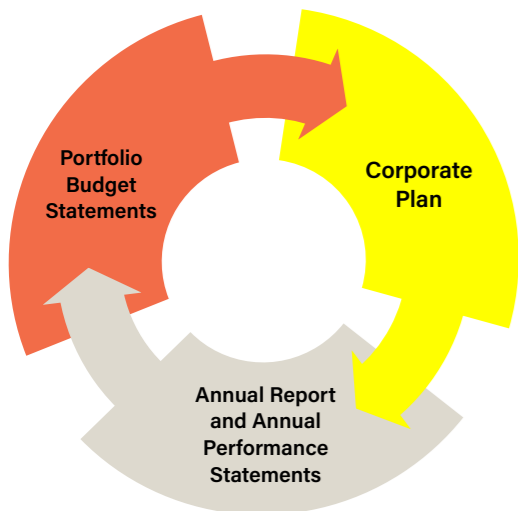
MoAD OPH Board, as the accountable authority, presents the MoAD's Annual Performance Statements 2022-23, as required under paragraph 39(1) (a) of the *Public Governance, Performance and Accountability Act 2013*.

In the Board's opinion, these annual performance statements are based on properly maintained records, accurately reflect the performance of MoAD, and comply with subsection 39(2) of the PGPA Act.

The annual reporting cycle

MoAD is required to provide annual performance statements that review its non-financial performance in achieving its vision and purpose. The annual report and annual performance statements complete the cycle that commenced with the portfolio budget statements (PBS) and corporate plan. The performance statements report the actual results achieved against the performance measures and targets set out in our corporate plan and PBS.

Figure 2 Annual reporting cycle



MoAD's vision and purpose is aligned under one outcome and program supported by four strategic priorities.

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.

Previous page; Desk from Government Party Room; Photo: Brenton McGeachie. Opposite page; Visitor dressing up as Governor-General John Baird, the first Governor General at Old Parliament House in 1927.

Program 1.1 MoAD in Old Parliament House

MoAD's PBS sets out five key deliverables:

- ensuring the heritage values of OPH are recognised, preserved and communicated
- managing a collection of national, regional and local significance to document and illustrate the development of Australian democracy
- providing enhanced visitor experiences through participation onsite and online
- providing quality learning programs that align with national curriculum requirements both onsite and to regional and remote areas through our digital excursion program
- delivering a critical capital works program and conservation of key heritage spaces.

Operating environment

Old Parliament House has been operating as a Corporate Commonwealth Entity under the PGPA Act since 1 July 2016. MoAD's priorities have been determined after analysis of the current operating environment, and potential future social, financial and policy factors. It is framed by the OPH Strategic Framework 2018-2023. The trends and drivers that will influence our operations are:

- our post COVID-19 recovery
- social trends
- government engagement
- heritage, education and culture
- environment
- technology
- capital work.

Performance measures and strategic priorities

MoAD's performance is measured against the criteria established in MoAD's PBS and is delivered through the four strategic priorities established in the *MoAD Old Parliament House Corporate Plan 2022-23 to 2024-26*.

- Performance measure:** Deliver exhibitions, events, learning programs and digital activities that allow our audience to engage with the concept of history and democracy:
 - Strategic priority 1**
Shaping conversations, influencing outcomes
 - Strategic priority 2**
Empowering and engaging communities.
- Performance measure:** Build and maintain a rich national collection for current and future generations of Australians to enjoy and learn from:
 - Strategic priority 3**
Celebrating a spirit of place.
- Performance measure:** Build and maintain a sustainable structure:
 - Strategic priority 4**
A sustainable and thriving future.



Performance report

Strategic priority 1

Shaping conversations, influencing outcomes

Our exhibitions, events, collections, research, and education programs will provoke thoughtful engagement through stories and creative interpretations of past and current events informed by authoritative research and data analysis. We will advance national conversations about democracy past, present and future.

Table 2 Strategic priority 1 shaping conversations influencing outcomes

Performance indicator	Results 2021-22	Targets 2022-23	Results 2022-23
Number of onsite visitors excluding students and teach-ers	79,956	180,000	267,307
Number of offsite visitors to the organisation—travelling exhibitions	14,991	30,000	25,896
Number of visits to website	978,371	800,000	573,671
Percentage of visitors satisfied or very satisfied with visit	98%	90%	94%
Number of people participating in public programs onsite and offsite	14,858	35,000	53,605

More than 267,000 visitors engaged with onsite exhibitions and participated in public programs and events. This year saw visitation to MoAD exhibitions and experiences return to pre-COVID levels, slightly exceeding our highest year ever. Catering patronage is still recovering due to large functions typically booking 12 months in advance which did not occur due to the uncertainty relating to COVID.

The MoAD shop relocated to a larger space at the front of the building adjacent to the reception area in 2021-22. The relocation and upgrade have been welcomed by visitors, reinforcing the significance of the shop as part of the visitor experience and as a key aspect in planning visits. Sales have increased significantly since re-opening reaching \$252,000 in 2022-23, an increase of more than \$150,000 over our previous highest year.

Building on the 2021-2022 new exhibitions Democracy DNA, Changemakers and Statement:

Jack Green's paintings, *Blueprint: constructing Australia's democracy* was launched. This exhibition is dedicated to telling the story of how we have built Australia's democratic practices to ensure government works for us. Completing this gallery provides MoAD's visitors with a revitalised suite of permanent exhibitions that explain the mechanics of Australia's unique democracy, the role of prime ministers, parties and how a living democracy is sustained through the participation of each of us.

Through support from the Australian Government's National Collecting Institution Touring and Outreach program, MoAD toured Behind the Lines exhibition to five venues across four states. A total of 25,896 visitors enjoyed the exhibition with some venues booking for the next iteration.

From January 2023 onwards MoAD moved to the latest version of Google Analytics. This has changed the way metrics are reported and a decrease in numbers was recorded. The Digital Engagement and IT teams are monitoring this new development and will advise on an updated approach to metrics reporting.

More than 1,400 visitor surveys were conducted during 2022-23 with 63 per cent of responses rating their experience as excellent and 31 per cent as very good. Surveys are conducted face-to-face, sent to visitors after special tours and are also available online.

The In Focus case study Government Party Room reflects Strategic Priority 1. It encourages audiences to engage with concepts, history and contemporary experiences of democracy.

Visitor engaging with the Democracy DNA exhibition; Photo: Naomi Colley.



Strategic Priority 1

In focus:
Government Party Room



From 1927 to 1988, the Government Party Room in Parliament House was used as a meeting room for the governing party.

Robust party meetings, heated political debates and more than a few leadership challenges happened here. It also hosted packed press conferences with journalists crowding in to get the latest scoop.

Routine and quieter parliamentary business also took place there. Members dropped in to consult reference books, collect their mail, read newspapers and make telephone calls.

The Government Party Room was recently refurbished to evoke the early to mid-1960s, during the second prime ministership of Robert Menzies. This program was generously supported by MoAD's donor community and was the focus of the 2022 Annual Appeal.

The historic appearance of the room was researched using photographs and government records. The correct shades for the new colour scheme for ceiling and walls were discovered by carefully peeling back layers of paint. The original timber features and furniture were conserved and restored to their 1960s condition and leather upholstery was treated and, in some areas, restored. Replica velvet curtains now festoon the northern windows lending the room a warm and quiet ambience.

The refurbishment presents the Government Party Room in the middle of a parliamentary sitting day on 20 October 1964. Hansards and reference books fill an entire wall and two soundproof booths await private telephone calls. Three MPs who were not allocated their own office have claimed the small desks and another is working at one of the large meeting tables. A cluster of easy chairs form a conversational circle around a coffee table littered with newspapers, magazines and government reports. A newspaper reading slope and pinboard invite the parliamentarians to catch up on the news and an audio program emanates from a vintage radio.

Robert Menzies, Australia's longest serving Prime Minister, spent more than 18 years as leader in the Government Party Room and his government's legacy is revealed through illustrated interpretive panels.

Included is the story of the inauguration of Lake Burley Griffin by Menzies on 17 October 1964 providing a new perspective on what is now a familiar Canberra landmark.

Clockwise from left; Government Party Room; Photo: Brenton McGeachie; Conservation and refurbishment of the Government Party Room; Photo: Brenton McGeachie.



Strategic priority 2

Empowering and engaging communities

We will promote active citizenship via a suite of transformative audience experiences and targeted activities that are timely and influential, and that support inclusion and build civic and social cohesion.

We will deliver high-quality curriculum aligned learning programs and resources for primary, secondary and tertiary students and teachers.

Table 3 Strategic priority 2 empowering and engaging communities

Performance indicator	Results 2021-22	Targets 2022-23	Results 2022-23
Number of students and teachers participating in school programs onsite and offsite	25,110	70,000	80,562
Number of students and teachers engaging with virtual excursions and online resources	282,252	110,000	335,385
Download student classroom resources reach	141,310	250,000	229,311
Number of educational institutions participating in organised programs onsite, offsite and online	908	900	1,114
Percentage of teachers reporting overall positive experience	98%	95%	99%
Percentage of respondents reporting relevance to curriculum	98%	95%	98%

A key focus for the year was aligning programs to Version 9.0 of the Australian curriculum and refreshing program content to incorporate the new permanent exhibition spaces across MoAD into the onsite experience.

Student and teacher numbers have continued to steadily increase with 80,562 students and teachers participating in 2,061 high-quality programs onsite and offsite. Schools from all states and territories across the country have returned, particularly NSW and Vic with Qld participation still notably less.

Virtual excursions and online resources exceeded the target reaching more than 335,000 people. Interactive digital workshop numbers have stabilised with approximately 17,000 students and teachers participating. MoAD collaborated with external partners to expand its reach, delivering resources to over 100,000 participants. Other popular channels were pre-recorded digital programs, podcasts and YouTube reaching about 126,000 participants.

New online resources developed and launched this year were extremely successful. Our key focus was to support teachers at the commencement of the school year to empower student voice and agency in their classrooms. Through our professional development and resources, we achieved this resulting in a significant increase of web traffic reaching more than 229,000.

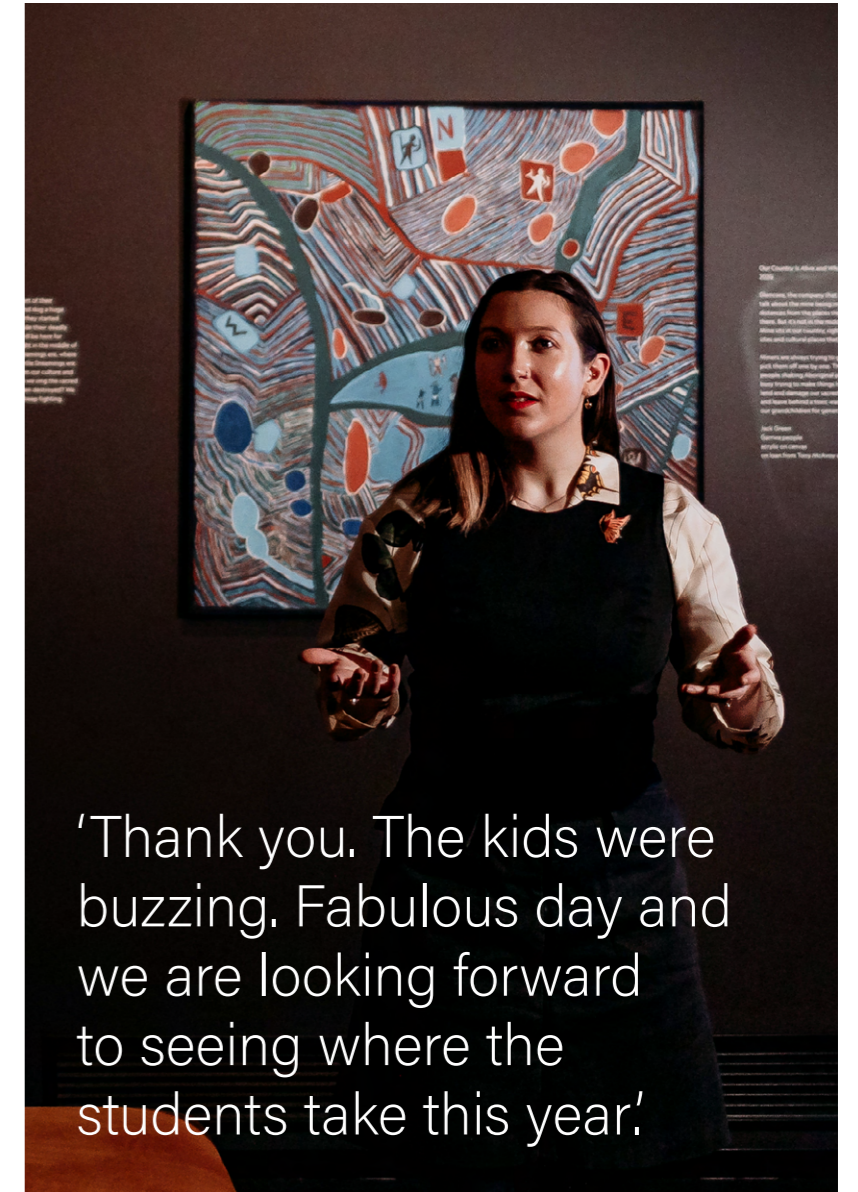
The following In Focus case study, Leading Together Digital Workshops, demonstrates MoAD's Strategic Priority 2. The workshop promotes active citizenship and supports inclusion and builds civic and social cohesion within the schools who participate and those who use MoAD's online content.



School group engaging with the Democracy DNA exhibition; Photo: Deanna White.

Strategic Priority 2

In focus:
Leading Together digital workshops



'Thank you. The kids were buzzing. Fabulous day and we are looking forward to seeing where the students take this year.'

What is a leader? Who am I as a leader? How can we lead together? These questions reflect the school workshop sessions that make up the **Leading Together** workshop. Grounded in Australian Curriculum outcomes including the General Capabilities and Cross-Curriculum Priorities, Leading Together is a holistic workshop which supports the development of young leaders and empowered citizens.

Most schools run a whole day workshop but the sessions can be flexibly delivered over days or weeks to suit student needs.

The sessions are highly interactive and work because of the partnership between the classroom teacher and MoAD's educators.

The workshops have been co-designed through partnerships with local and interstate primary schools across Australia and is offering teachers fresh ways to approach the topic of student leadership.

MoAD has developed a fantastic team-teaching model in partnership with Wheeler Heights Primary School, based in New South Wales. The Learning team now has regular weekly to fortnightly 40-minute digital connections with the student leadership group to share information, provide feedback and check in on how their projects are progressing.

Students work through a series of activities about their school values, co-designed by MoAD

educators and the participating teachers. Sessions are designed to help students consider the leadership skills they are using and reflect upon their interactions with others. Over three terms, students worked on developing a shared vision of their school values as well as creating a short video to share with lower primary students and their families.

Through different Leading Together partnerships across the country, students and teachers have contributed valuable resources, including recording podcasts about student voice and teachers discussing their model for student leadership. These resources are available through the MoAD website and via streaming platform Soundcloud, reaching local, national and international audiences.

To date, the podcast episodes have reached an audience of more than **10,000** teachers and students. Students have also created content for inclusion in the **Leading Together** program and shared their knowledge to support other MoAD projects.

Many of our participant schools share their experiences across social media platforms sparking conversations with teachers about elements of voice, agency and leadership, but more significantly interest from other teachers in the initiative.

The program received a lot of positive feedback from both teachers and students.



Clockwise from top left; School groups at Leading Together workshop; MoAD staff delivering the Leading Together workshop; MoAD staff undertaking conservation work on the Mace; All photos: Deanna White.

Strategic priority 3

Celebrating a spirit of place

We will create a vibrant and contemporary hub that empowers civic and individual engagement in the democratic process. Progress will be achieved in harmony with heritage values that recognise, preserve and communicate the spirit of place.

Table 4 Strategic priority 3 celebrating a spirit of place

Performance indicator	Results 2021-22	Targets 2022-23	Results 2022-23
Percentage of the total collection digitised	85%	90%	90%
Percentage of collection available to public	23%	35%	35%

This year MoAD continued to remediate damage from the December 2021 fire and entered the delivery phase of the 2021-24 Capital Works Program. MoAD refreshed the interpretation in the Government Party Room and communicated the heritage values of the building to audiences onsite and online.

MoAD continued to invest in heritage management tools and commissioned an update of the Old Parliament House and Curtilage Gardens and Plantings Management Strategy. The updated strategy will equip MoAD to continue to manage the gardens and significant plantings and ensure everyday maintenance activities align with the long-term interpretation and communication of the heritage values.

MoAD entered into 34 new inward loan agreements in 2022-23, involving 144 objects. Currently 6,170 objects are available to the public via exhibitions and room recreations, as well as online and through loans to other institutions.

The following In Focus case study, Enlighten2023 The People's House, aligns with Strategic Priority 3. The event provided a vibrant and contemporary space for visitors to engage with the heritage interpretation of this nationally significant building. The event survey captured 54.5% (196) visitors who said that exploring the museum was the highlight of their visit. Of these, 75.9% (187) said that they are extremely likely to visit again after their Enlighten experience.

Voting program outside Old Parliament House; Photo: Rebecca Selleck.



Strategic Priority 3

In focus:
**Enlighten
2023**



MoAD welcomed more than 15,000 visitors to **The People's House** event during the Enlighten Festival in March 2023. This event celebrated the many people who worked behind the scenes to support the Parliament of Australia from 1927-1988.

Visitors explored the building in a 'choose-your-own-adventure' game trying their hand at the work of a 1940s Hansard reporter, a 1950s maintenance worker, a 1960s typist, a 1970s hairdresser and a chef from the 1980s.

Five performers brought these occupations to life through three performance modes—dispersing to different corners of the building to perform monologues informed by oral histories; roaming to engage with visitors in a more improvisational manner; and coming together in King's Hall for an ensemble moment. A booklet directed visitors around the building to engage in these participatory activities.

This event was inspired by Wes Anderson's cinematic style and showcased the artwork of Trevor Dickinson who illustrated the 'tools-of-the-trade' for the five selected occupations.

His illustrations were featured in vibrant illuminations on the front of the building, in larger-than-life scale in King's Hall and in the booklet and badges that visitors were eager to collect.

A delightful result of this year's program was the number of Parliament House workers (both current and former) who came to the event.

It was MoAD's first Enlighten Festival after a two-year hiatus due to the COVID pandemic closures.

The People's House was so well received by visitors that MoAD has since successfully hosted it again as a school holiday program, demonstrating how the program can be tailored for different formats and audiences.

Clockwise from left; Old Parliament House building with Enlighten illuminations; Actors portraying former functions of Old Parliament House; Actress portraying 1960's secretary; Old Parliament House building with Enlighten illuminations; Public program from the People's House at Enlighten 2023; Visitors engaging with MoAD employee at Enlighten 2023; All photos: Ben Appleton.

Strategic priority 4

A sustainable and thriving future

Our organisational culture will enable MoAD and its valued staff to be nimble, collaborative and efficient. Our actions and relationships will ensure ongoing relevance and financial sustainability.

Table 5 Strategic priority 4 a sustainable and thriving future

Performance indicator	Results 2021-22	Targets 2022-23	Results 2022-23
Volunteers who undertake training	100%	100%	100%
Tenancy spaces occupied	90%	90%	90%
Rank in the top 15 agencies in the APS Employee Census	met	15	met

All volunteers undertake mandatory training when they commence with MoAD. Currently there are 58 volunteers who have completed 4,666 volunteer hours. During the year, 12,619 tours were provided.

We benchmark and measure staff satisfaction levels each year following the release of the annual APS Commission *State of the Service Report*. Results from this year's survey indicated staff engagement, leadership from immediate supervisor, staff wellbeing and innovation results all ranked in the top ten.

The following In Focus case study, Senate Chamber Roof Replacement, reflects Strategic Priority 4. The heritage value of the roof structure of this nationally significant building was preserved while mitigating any WHS risks to staff and volunteers.

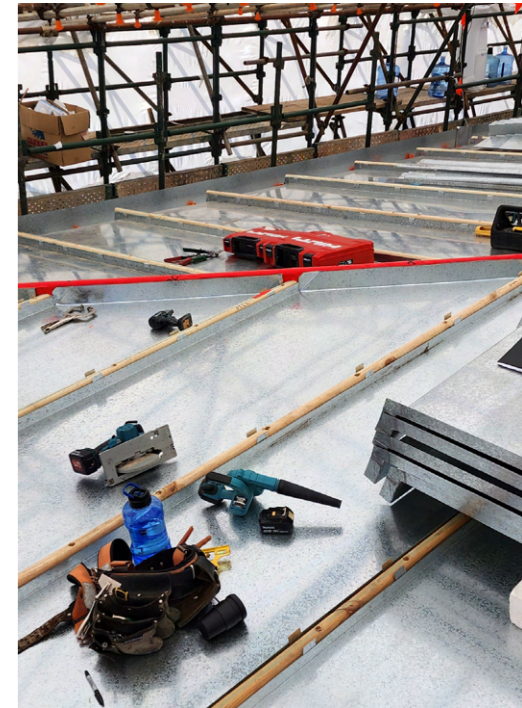
Our organisational culture will enable MoAD and its valued staff to be nimble, collaborative and efficient.

Replacement of the Senate Chamber roof following damage from the 2020 hailstorm; Photos: Daryl Leishman.

Strategic Priority 4

In focus:

Senate Chamber roof replacement



Work to replace the roof sheeting over the Senate Chamber after damage in a hailstorm in 2020 discovered extensive timber rot compromising the structural integrity of the roof.

Further investigations found that the timber substrate was also compromised due to fungal growth. Mould in the roof space presented a considerable Work Health and Safety (WHS) risk. Consultants were engaged to provide structural, environmental and WHS advice. It was recommended that the cut timber structure be removed and replaced with a steel structure to eliminate the risk of further hazardous material growth and lower the risk of exposure to those entering the roof space.

A heritage architect was engaged to design the new roof with the roof profile to match the existing pyramid form with rolled edge detail. The intent was for the new roof to maintain the same aesthetic appearance as it has done for decades in the Parliamentary Triangle, leaving the vista unchanged.

Replacing the roof also provided an opportunity to make several improvements, such as increasing its water shedding capacity. Safety improvements included new compliant ladders and access hatches. The existing entry to the roof was also expanded from crawl access to a double door entry.

The most significant challenge was designing and engineering the scaffolding tent structure. The purpose of the tent was to protect the internal space from high winds and extreme weather while the roof was removed.

Due to the building's age and limited as-built drawings, calculating load ratings proved to be difficult. To tackle this, a team comprising a structural engineer, scaffolding designer, scaffolding engineer and the managing contractor was engaged.

Once structural sign-off on the scaffolding design was received, the build progressed quickly. There were 17 crane lifts required to lift materials and bring down the demolished structure, due to the limited loading capacity on the roof.

The temporary tent structure was subjected to a severe storm during the build but withstood it well. The build went smoothly using 15 different trades including steel works, roofers, painters, carpenters, and renderers and engineering services such as structural, electrical, and hydraulic engineers and heritage architects working a total of 9,131 site hours. The new roof was completed in March 2023.

Work is now well underway to replace the House of Representatives Chamber roof and efficiencies have been gained from learnings from the Senate side.

Analysis of online interaction results

Table 6 shows usage trends across MoAD's entire web presence including the main site, all microsites, Democracy 2025 site, Australian Prime Ministers site and all reach and audience engagement across all MoAD social media channels. The latest version of Google Analytics has changed the way metrics are reported and a decrease in numbers was recorded after this came into effect in January 2023. MoAD is monitoring this new development and will advise on an updated approach to metrics reporting.

Table 6 Trends in usage across all MoAD sites

Usage	2019-20	2020-21	2021-22	2022-23
Website visits	612,200	808,693	978,371	573,671
Web page views	1,380,079	1,836,314	1,996,291	1,002,695
Social media engagements	130,107	104,225	130,167	134,574
Social media reach	3,554,476	2,179,916	3,367,466	3,208,614

Collection conservation and access

During 2022-23 MoAD focused its resources on photographing and preparing content for a re-launch of the MoAD website in 2023-24. As a result, the number of collection items online remained unchanged.

Table 7 Trends in collection management

Collection	2019-20	2020-21	2021-22	2022-23
Collection objects	28,975	28,516	29,030	29,344
Percentage of collection available to public online	2	2	2	2

Note that in 2020-21 MoAD completed a de-accessioning project, disposing of items that were in disrepair or no longer required in the collection. Even after new acquisitions were included, there was an overall reduction in the total number of objects.

Capability

MoAD regularly assesses its capability relating to workforce planning, ICT capability, digital activities and capital investment, to ensure we continue to function.

The corporate ICT network is hosted and managed through an outsourced shared service arrangement. The network provides multimedia content, Wi-Fi and back-of-house functions associated with the building and its exhibitions. This network extends across both wireless and wired platforms with associated infrastructure to be upgraded over the next 3 years.

Our Cyber Resilience Strategy will guide the creation of a more secure ICT environment. The review of MoAD's Life Cycle Cost Plan (LCCP) that maps out the capital investment requirements for a 15-year period has been completed.

A significant gap remains between ongoing capital appropriation and the required funds to maintain this heritage listed building in accordance with the *Environment Protection and Biodiversity Conservation Act 1999* and the *ACT Planning and Land Management Act 1988*.

Works continue to be prioritised based on safety, compliance and risk. Our current challenge in securing full funding for the LCCP carries important considerations for effectively managing the building, its collections, and exhibitions.

Risk

Risk management is an integral part of our management practice and our Risk Management Policy and Framework provides the basis for:

- confident and rigorous decision-making, planning, budgeting and reporting
- pro-active management of opportunities and threats to strategic and operational objectives
- improved incident management to reduce risk
- a clear understanding by all staff of their roles, responsibilities and authorities for managing risk
- continuous improvement of the risk management culture through enhanced communication and reporting.



Visitor engaging with Democracy DNA exhibition; Photo: Rohan Thomson.



Chapter 05

Corporate governance

MoAD's governance mechanisms ensure accountability and support a nimble, collaborative and efficient organisational culture.

The Director, in consultation with the Deputy Director and section heads, oversees corporate governance and determines strategic priorities. Input is provided by the Board and governance committees.

In addition to the Board and its committee, ten key committees inform the corporate governance of MoAD, as detailed in Table 8.

Previous page;
Red Public Phone,
from Collection;
This page; Signage
display in Furnished
exhibition; Photos:
Tom Ferguson.



Table 8 Governance committees

Committee	Functions
Senior Management Group	<ul style="list-style-type: none"> Provides an avenue for decision-making, consultation and feedback on operational issues. Develops and implements internal plans and policies. Promotes risk management, regularly reviews and assesses key risks and ensures appropriate linkages between risk management and planning processes. Acts as the security committee and project management committee. Includes the Director, Deputy Director and Section Heads.
Heritage Action Committee	<ul style="list-style-type: none"> Discusses action proposals in accordance with Policy 2.1 of the <i>Old Parliament House and Curtilage Heritage Management Plan 2021-2026</i>. Makes recommendations for the Chair of the Committee to consider as delegate under the <i>Environment Protection and Biodiversity Conservation Act 1999</i>. Suggests independent advice where relevant. Provides input on proposed actions to ensure that decisions made regarding use of, and change in and on, the building and its curtilage will not have a significant adverse impact on the heritage values of the place. Reports to the Senior Management Group and the Board on its activities.
Acquisitions Committee	<ul style="list-style-type: none"> Discusses and determines appropriate additions to the collection for approval by the delegate in accordance with Policy 3.3 of the Collection Management Policy. Reports to the Senior Management Group and the Board on its activities.
Capital Steering Committee	<ul style="list-style-type: none"> Discusses and endorses the business case for projects and any funding variations, which then go to the Senior Management Group for approval. Approves project plans for relevant projects and ensures the commitment of allocated resources to projects. Monitors the progress of projects and ensures that project targets are being met.
Reconciliation Action Plan Working Group	<ul style="list-style-type: none"> Assists reporting and tracks progress against RAP deliverables. Facilitates consultation with interested staff, external stakeholders (as decided by the RAP Working Group and Senior Management Group) and Reconciliation Australia. Reports to Senior Management Group.
Disability Inclusion Action Plan Working Group	<ul style="list-style-type: none"> Sets direction to collaborate on access and inclusion improvements across the four pillars of Liveable Communities, Systems and Processes, Attitudes and Behaviours and Employment. Manages the DIAP Actions Register to manage and report on MoAD's DIAP activities. Annual progress review by Senior Management Group regularly reported to the Board.
Work Health and Safety Committee	<ul style="list-style-type: none"> Oversees health and safety matters, including identifying, developing and implementing consistent strategies to address WHS requirements. Reports to the Senior Management Group on relevant matters and provides advice to employees.
Workplace Consultative Committee	<ul style="list-style-type: none"> Facilitates communication, consultation, cooperation and input from staff on matters that affect the workplace. Considers and advises employees and the Senior Management Group on workplace matters referred by employees and employee representatives.
ICT Steering Committee	<ul style="list-style-type: none"> Ensures appropriate corporate planning and management of ICT assets. Ensures capability to procure, develop, implement and manage the systems, networks and platforms for software and systems, hardware, firmware, corporate MoAD networks, web properties, digital interactives and social media. Ensures ICT strategies are aligned with government directions and the entity's strategic and corporate objectives, budget funding and asset replacement strategies.
Forward Planning Committee	<ul style="list-style-type: none"> Considers and recommends proposed additions to MoAD's forward plan for exhibitions, events and public programs, for approval by the Senior Management Group. Discusses, resolves issues and provides advice on matters relating to MoAD's forward program development, including audience engagement priorities, resourcing and balance. Monitors and reviews the forward planning process to ensure that it continues to meet the objectives of the Strategic Framework and Corporate Plan.
Business Continuity Management Team	<ul style="list-style-type: none"> Manages any incident that may disrupt business as usual. Provides a venue for decision-making, consultation and feedback on business continuity issues.

Strategic planning

MoAD's Corporate Plan 2022–23 details the strategic priorities, delivery strategies and intended results for each of MoAD's core activities. The Corporate Plan and other annual operational plans and policies underpin MoAD's Strategic Framework 2018–23, enabling MoAD to meet its governance responsibilities and achieve its strategic priorities. MoAD has commenced planning for its next five-year strategic plan for 2023–27.

Reconciliation Action Plan

MoAD remains committed to Closing the Gap initiatives. During Reconciliation Week MoAD launched a new RAP. The RAP focuses on developing and strengthening relationships with Aboriginal and Torres Strait Islander peoples and continues to engage staff and stakeholders in reconciliation, as well as empowering Aboriginal and Torres Strait Islander peoples.

The RAP Working Group met five times in 2022–23 and directly engaged with Reconciliation Australia who are tenants in the building. The group continues to champion an internal culture of cultural understanding and actively seeks opportunities to promote First Nations voices within MoAD's exhibitions, visitor experiences and shop.

We have fostered relationships with local First Nations elders, providing our First Nations Experiences of Democracy Tour free for visitors and staff during Reconciliation Week, encouraged staff to attend various internal and external cultural events and increased the percentage of First Nations suppliers (who are part of the Indigenous Art Code) to the MoAD shop.

Disability Inclusion Action Plan (DIAP)

In collaboration with Accessible Arts, MoAD worked to deliver the DIAP launched in 2021–22. Capital works remains a key focus along with the completion of an upgrade to the pedestrian areas in front of the building which was in partnership with the National Capital Authority. Work currently underway in the House of Representatives Chamber will ensure the Chamber becomes more accessible once re-opened to the public.

Work has also been completed on creating more accessible offerings with AUSLAN interpreted tours and tactile tours provided to the Deaf Seniors Group and Canberra Blind Society as trials. These tours will launch in 2023–24. Ongoing progress continues with the wayfinding and signage improvements project, updates to the MoAD website and accessible self-guided tour options.

Business continuity and COVID Response Plan

Our Business Continuity Plan is updated and approved on a quarterly basis. The COVID Response Plan is updated as required to reflect the latest public health advice.

These plans were activated in response to the COVID pandemic lockdown, protest activities and the fire emergency and its aftermath.

Life Cycle Cost Plan

MoAD commissioned an independent firm to update and revise the agency's LCCP. The LCCP sets out the various components of the building and exhibitions and estimates the useful life and replacement cost of these assets.

MoAD uses this plan to determine the order, priority and estimated budget of capital works projects within the building.

Collection Development Plan

MoAD's Collection Development Plan outlines our collection principles and priorities. The MoAD collection is of national, regional and local significance, particularly in documenting and illustrating the ideas, movements, events, people and processes that shaped, and continue to shape, Australian democracy.

The collection offers opportunities for research and display across a range of topics of social and political history. Many collection items combine political, aesthetic and social significance. Key areas within the collection are the development and workings of Australian democracy and government; prime ministers; political influencers and movements; and, at the heart of the collection, the building, the home of Australia's Federal Parliament from 1927–1988.

MoAD's collection is divided into three distinct sub-collections.

The heritage collection includes all objects that were a part of or used in the OPH building prior to its closure in 1988. The heritage collection is protected by the *Environment Protection and Biodiversity Conservation Act 1999*.

The democracy collection comprises material culture that aligns with the purpose of MoAD as a place to explore and communicate the ideas and issues of democracy and government in Australia.

The interpretation and learning collection comprise reproduction and facsimile pieces and learning and display props that can be used to demonstrate MoAD's purpose and mission.

Ethical standards

MoAD places a high priority on ensuring a safe, healthy, supportive and productive workplace, preventing discrimination and harassment and fostering ethical behaviour. MoAD's ethical standards are aligned with the APS Values, Employment Principles and Code of Conduct and with the Commonwealth Fraud Control Framework and are reinforced by our:

- Risk Management Policy and Framework
- Fraud Control Framework and Policy
- Public Interest Disclosure Policy
- Workplace Harassment Guidelines
- RAP
- Workplace Diversity Commitment
- DIAP
- APS Code of Conduct Guidelines
- Client Service Charter.

MoAD undertakes a rolling program of updates to its policies and guidelines to ensure they remain current.

MoAD's Client Service Charter includes a feedback form that can be completed online or downloaded and returned.

No feedback was received through this medium in the reporting period.



President of the Senate office;
Photo: Tom Ferguson.

Risk management

The top seven risks to MoAD's operations were defined and described and received Board approval.

Table 9 MoAD's top seven risks

Risk	Description
Health and safety	<ul style="list-style-type: none"> Providing for the health and safety of all staff, volunteers, visitors, and tenants. Managing health and safety hazards presented by our unique operating environment in a heritage building.
Preservation and maintenance of the historical building and collections	<ul style="list-style-type: none"> Managing and maintaining the heritage building, its exhibitions and other infrastructure. Loss of, or damage to the heritage values, building and/or collections and reputational damage.
Physical security and cyber security	<ul style="list-style-type: none"> Providing robust and secure technology. Providing a physically safe space for all staff, volunteers, visitors and tenants.
Staff capability and capacity	<ul style="list-style-type: none"> Attracting and retaining high-quality and diverse staff and volunteers.
Financial sustainability	<ul style="list-style-type: none"> Fulfilling MoAD's purpose because of the impact on financial resources available from fiscal policy and the impact of efficiency dividends and parameter adjustments on appropriation. Adequate funding 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. Maintaining and growing own-source revenue generation.
Governance and management framework	<ul style="list-style-type: none"> Maintaining a robust governance system and culture and appropriate management systems and practices.
Audience engagement and experience	<ul style="list-style-type: none"> Attracting, engaging and growing audience and visitation (onsite and online).

MoAD participated in the biennial Comcover Risk Management Benchmarking Survey. MoAD achieved a rating of 'embedded', demonstrating that MoAD's risk management framework is integrated with strategic and business planning processes and reviewed and updated in accordance with the risk landscape.

Fraud control

MoAD has appropriate fraud prevention, detection, investigation, reporting and data collection procedures and processes that meet our specific needs, in compliance with the Commonwealth Fraud Control Framework. Fraud is reported on as a standing item to the Audit, Finance and Risk Committee. No cases of suspected fraud were reported and no investigations were undertaken during the year.

Public interest disclosure

MoAD's Public Interest Disclosure Policy is underpinned by a strong reporting culture in the organisation. The policy facilitates and encourages reports of suspected wrongdoing, provides support and protection to disclosers and ensures that suspected wrongdoing is investigated, consistent with the requirements of the *Public Interest Disclosure Act 2013*.

Insurance and indemnities for officers

No indemnities were applied to the accountable authority or any officer of the entity, against a liability. No premiums were paid, or agreed to be paid, for insurance against any liability for legal cost of the accountable authority, any member of the accountable authority or any officer of the entity.

External scrutiny

In 2022-23, MoAD was not the subject of any judicial decisions, decisions of administrative tribunals or reports by the Office of the Australian Information Commissioner, the Commonwealth Ombudsman or a parliamentary committee, or any reports by the Australian National Audit Office other than the audit of the 2022-23 financial statements.

Related entity transactions

During 2022-23, the Board made no decisions on related entity transactions reportable under section 17BE of the *Public Governance, Performance and Accountability Rule 2014*.

Advertising and research

In 2022-23, MoAD paid a total of \$56,631 to media advertising organisations and \$35,653.76 to market research organisations. No individual payments exceeded the reporting threshold under the *Commonwealth Electoral Act 1918*.



Central table recreation, House of Representatives Chamber; Photo: Tom Ferguson.

ICT maturity

MoAD experienced a significant increase in ICT capability this year. With particular focus on improving its cyber security and consolidating its systems footprint, the ICT team:

- implemented enhanced cyber security monitoring capabilities through external monitoring services expanded across more systems
- improved security of both local network storage drives and cloud management services
- dramatically increased development and staff adoption of the customer relationship management software now making it one of MoAD's key business tools
- integrated systems to better host, protect and use valuable data
- overhauled and improved ICT processes and plans to account for future growth in a structured manner
- is developing a local team to bring the management of corporate services in-house over the next 12 months
- delivered the next iteration of MoAD's Cyber Resilience Strategy for 2023-25 to ensure that systems are treated and protected adequately when it comes to their risk profile.

These initiatives have greatly reduced the residual risks posed by MoAD's expansive legacy ICT infrastructure, improving the agency's operational continuity and system resilience.

Customer relationship management

Last financial year saw a successful roll out of a new procurement platform. Another major achievement on this platform was the implementation of an automated deployment protocol. This protocol is a quality control mechanism, decreasing the risk of user error, improving back-up and roll-back functionality and streamlining our oversight and controls of external developers working in the system.

Ministerial directions and government policy orders

In 2022-23 there were no Ministerial directions or government policy orders and no significant issues relating to non-compliance with the finance law to report under section 19 of the PGPA Act.

Audit, Finance and Risk Committee

As of 30 June 2023, the Board oversees one committee, the Audit, Finance and Risk Committee.

The Audit, Finance and Risk Committee is directly accountable to the Board. It oversees audit activity and internal controls, including risk management. This includes:

- receiving and considering update briefings from the Australian National Audit Office
- considering and endorsing proposed control framework measures
- reviewing and endorsing the annual financial statements
- reviewing financial reports from the Chief Financial Officer.

The Committee met 4 times during the year to consider the progress and outcomes of external and internal audit reviews. The Committee discharged its duties in accordance with its role and obligations under our Audit Finance and Risk Committee Charter. The charter is available for download from our website, <https://www.moadoph.gov.au/about/policies-and-plans/reporting>.

Table 10 Audit, Finance and Risk Committee members at 30 June 2023

Name	Position	Committee membership remuneration	Meetings attended/eligible to attend
Mr Ben Wright	Chair	Nil	3/4
Ms Gai Brodtmann	Member	Nil	4/4
Ms Robyn McClelland	Member	Nil	4/4



Mr Ben Wright

Mr Wright joined the MoAD Audit, Finance and Risk Committee in 2015 and is the First Assistance Secretary Defence Integrity in the Department of Defence. In this role he also performs the function of the Chief Audit Executive for Defence.

Mr Wright began his career in 1994 as an Office in the Royal Australian Navy serving on a number of HMAS warships and submarines. On leaving the Navy, he spent some time as an auditor at KPMG prior to re-joining Defence as a public servant in 2005 where he has performed several key roles in Finance and Logistics fields.

In 2014, Mr Wright left Defence to take up the role of Chief Finance/Procurement Officer at the Department of Parliamentary Services. Between 2015 and 2022, he undertook several senior leadership roles in the Department of Home Affairs including, Chief Procurement Officer, Chief Audit Executive, Chief Security Officer and Head of Integrity. During his time with Home Affairs, Mr Wright also successfully led a number of critical taskforces relating to the Department's internal response to COVID-19, the establishment of the Office of the Special Investigator, Machinery of Government changes and the establishment of the National Emergency Management Agency.

Mr Wright holds a Master of Philosophy in Management Studies from the University of New South Wales and has been a member of the Australian and New Zealand Institute of Chartered Accountants since 2005. He is also a member of the Australian Strategic Policy Institute Audit and Risk Committee.



Ms Gai Brodtmann

Ms Brodtmann is a current Board member and a former parliamentarian who served as the Federal Member for Canberra from 2010-2019. Prior to entering Parliament, Ms Brodtmann was in private enterprise and before that spent ten years in the Department of Foreign Affairs and Trade and the Attorney-General's Department. Ms Brodtmann sits on several corporate boards and is the Co-Founder and Chair of Fearless Women Incorporated.



Ms Robyn McClelland

Ms McClelland is a former Parliamentary Executive Service officer, Department of the House of Representatives, with extensive experience in senior corporate roles and as a performance and financial auditor with the Australian National Audit Office. Ms McClelland has served on several Audit Committees in government in the Commonwealth and the ACT. She has held many Board roles as Chair, Secretary, Treasurer and Member in a range of organisations over some forty years. These include professional bodies, and not for profit community and sporting associations. Ms McClelland is a graduate member of the Australian Institute of Company Directors. Her academic qualifications are M Admin Studies, B Sc (Hons), Grad Dip Education, Grad Dip Public Health.

Our workforce

At 30 June 2023, MoAD employed 121 people under the *Public Service Act 1999*, working both nationally and internationally. This includes ongoing, non-ongoing specific term and non-ongoing irregular/intermittent employees; the incumbent in the Director role, who is a statutory office holder; and the Deputy Director, who is a Senior Executive Service officer. Staffing statistics are provided in Tables 11 and 12.



MoAD currently has 58 volunteers who have completed 4,666 volunteer hours.

At 30 June 2023, MoAD employed 121 people under the *Public Service Act 1999*, working both nationally and internationally. This includes ongoing, non-ongoing specific term and non-ongoing irregular/intermittent employees; the incumbent in the Director role, who is a statutory office holder; and the Deputy Director, who is a Senior Executive Service officer. Staffing statistics are provided in Tables 11, 12 and 13.

MoAD currently has 58 volunteers who have completed 4,666 volunteer hours. During the year, 12,619 tours were provided by volunteers and Museum Experience Officers.

During 2022–23, the LearnHub learning management system was used as part of our induction process. All new staff participated in modules about the APS Values and the APS Employment Principles, respectful workplaces, digital records, and WHS. All staff completed mandatory refresher training on heritage, security, fraud, and workplace health and safety.

Employees completed SBS online training courses in cultural competence, cultural diversity and Indigenous matters.

Indigenous cultural training was also facilitated onsite for staff members with responsibility for projects that interact with Indigenous people and their culture.

In 2022-23 the culture and capability of MoAD was supported by:

- regular communiqués updating staff on changes within our organisation
- individual and cohort-targeted communication about training opportunities, facilitated by LearnHub, LinkedIn Learning, the APS Academy and others
- reviews and updates of human resources policies
- a workforce determination implementing a salary increase
- training opportunities in cultural awareness, impostor syndrome and leadership.

MoAD staff working at the People's House during Enlighten; Photo: Ben Appleton.

Table 11 All ongoing employees at 30 June 2023

	Man/Male			Woman/Female			Non-binary			Prefers not to answer			Uses a different term			Total
	Full-time	Part-time	Total	Full-time	Part-time	Total	Full-time	Part-time	Total	Full-time	Part-time	Total	Full-time	Part-time	Total	
ACT	14	3	17	31	9	40	-	-	-	-	-	-	-	-	-	57
Overseas	-	-	-	1	-	1	-	-	-	-	-	-	-	-	-	1
Total	14	3	17	32	9	41	-	-	-	-	-	-	-	-	-	58

Table 12 All non-ongoing employees at 30 June 2023

	Man/Male			Woman/Female			Non-binary			Prefers not to answer			Uses a different term			Total
	Full-time	Part-time	Total	Full-time	Part-time	Total	Full-time	Part-time	Total	Full-time	Part-time	Total	Full-time	Part-time	Total	
NSW	-	-	-	-	1	1	-	-	-	-	-	-	-	-	-	1
ACT	7	10	17	13	31	44	-	1	1	-	-	-	-	-	-	62
Total	7	10	17	13	32	45	-	1	1	-	-	-	-	-	-	63

Table 13 All employees at 30 June 2022

	Man/Male			Woman/Female			X			Total
	Full-time	Part-time	Total	Full-time	Part-time	Total	Full-time	Part-time	Total	
Ongoing	14	3	17	31	12	43	-	-	-	60
Non-ongoing	4	9	13	17	26	43	-	1	1	57
Total	18	12	30	48	38	86	-	1	1	117

Remuneration

Table 14 provides details of executive remuneration.

Table 14 Executive remuneration

Name	Position	Base salary (\$)	Short-term benefits			Post-employment benefits	Other long-term benefits	Termination benefits (\$)	Total remuneration (\$)
			Bonuses (\$)	Other benefits and allowances (\$)	Super contribution (\$)	Long service leave (\$)	Other long-term benefits (\$)		
Nick Minchin AO	Sitting Chair May 2020- May 2023	42,077	-	-	4,512	-	-	-	46,589
Barrie Cassidy	Sitting Member May 2023	2,970	-	-	312	-	-	-	3,282
Bernard Wright AO	Sitting Member	22,703	-	-	2,384	-	-	-	25,087
Gai Brodtmann	Sitting Member	22,703	-	-	2,384	-	-	-	25,087
Cheryl Cartwright	Sitting Member	22,703	-	-	2,384	-	-	-	25,087
Greg Craven AO	Sitting Member	22,703	-	-	2,384	-	-	-	25,087
Gerard Wheeler	Sitting Member	22,703	-	-	5,692	-	-	-	28,395
Lenda Oshalem	Sitting Member	22,703	-	-	2,384	-	-	-	25,087
Stephanie Bull	Director from Feb 2023	108,326	-	-	16,706	-	-	-	125,032
Andrew Harper	Deputy Director	288,779	-	-	41,953	17,993	-	-	348,725
Lee Ann Pluis	Acting Deputy Director	60,432	-	-	8,035	-	-	-	68,467
Edwina Jans	Acting Deputy Director	30,029	-	-	4,177	-	-	-	34,206
Nanette Louchart Fletcher	Acting Deputy Director	10,099	-	-	1,144	-	-	-	11,243
Rachael Cox	Acting Deputy Director	53,647	-	-	5,589	-	-	-	59,236

Work health and safety

MoAD's WHS arrangements are in line with the requirements of the *Work Health and Safety Act 2011* (WHS Act).

Our initiatives include:

- training for all employees, volunteers and contractors to ensure they are aware of their responsibilities under the WHS Act
- WHS awareness as a mandatory module in the induction program for new employees, volunteers and contractors and in annual staff training
- WHS as a standing agenda item for all capital projects meetings
- regular toolbox meetings undertaken by construction contractors
- a dedicated intranet page that provides information on WHS legislation and responsibilities, as well as notification and reporting tools for all employees
- an annual WHS audit, conducted by a qualified independent contractor with results reported to the WHS Committee
- participation in the Audit of National Collecting Institutions, including documentation of compliance with WHS, the *Disability Discrimination Act 1992*, and the National Construction Code
- procurement and contracting procedures that outline legislative requirements and the responsibilities of contractors in relation to WHS
- alignment of human resource policies and procedures with WHS legislative requirements
- a health and wellbeing program offered to all staff to promote a culture of maintaining a healthy work and life balance.

Ecologically sustainable development

MoAD plans and conducts its operations in accordance with the principles of ecologically sustainable development set out in the *Environment Protection and Biodiversity Conservation Act 1999* (EPBC Act).

We contribute to ecologically sustainable development both by conserving and maintaining unique heritage assets for future generations and by promoting awareness of the economic, environmental and social and equity considerations that have shaped decision-making and development in Australia.

The heritage values of the buildings are managed under the Heritage Management Plan, which includes our obligations under the EPBC Act.

Our heritage management framework, including the Heritage Management Plan and the Heritage Actions Committee, ensures that the principles of ecologically sustainable development are considered when decisions are made that may affect the heritage values and environment of the building and its surroundings.

Table 15 lists measures carried out in 2022–23 to minimise the impact of the agency's activities on the environment.

Table 15 Environmental measures

Category	Measures
Energy efficiency	<p>All building operations were effectively managed to achieve optimal energy performance. To maximise energy efficiency, the following principles were applied:</p> <ul style="list-style-type: none"> • where practical, purchase equipment that has an Energy Star standard of four stars or better • use energy management options that enable office lighting to turn off after 15 minutes of no movement. <p>Other energy-saving measures included:</p> <ul style="list-style-type: none"> • management systems to ensure all non-essential lighting, heating, ventilation and air conditioning only operate when required • installation of LED lighting controlled by motion sensors • ongoing upgrades of the heating, ventilation and air conditioning plant to more efficient equipment • ongoing tuning of the building management system and remote monitoring to improve energy efficiency performance.
Water conservation	<p>Water-saving measures included:</p> <ul style="list-style-type: none"> • conducting regular maintenance inspections and repairs on all heritage taps and cisterns • replacing leaking pipes and valves.
Paper use	<p>Paper use was minimised by increased use of electronic records management systems and Microsoft Teams working environments, clearing all print queues daily and having double-sided printing as the default setting.</p>
Waste	<p>Recycling facilities such as co-mingled and cardboard/paper recycling were used to minimise the amount of waste going to landfill.</p>
Electrification	<p>An Electrification Feasibility Study was undertaken during 2023 which identified a potential energy reduction of 39% and greenhouse gas savings of 639,000kg annually. Further work in this space will continue to explore ways to invest and implement these measures.</p>
Solar panels	<p>Following the remaining roof replacement works, investigations will continue into installing solar panels onto the new roof for electricity generation.</p>

CO₂ emissions

The tables below provide a breakdown of MoAD's CO₂ emissions from different emission sources and scopes. Emissions are categorised into the following three scopes:

- **Scope 1**
Direct emissions from entity facilities and company owned vehicles
- **Scope 2**
Indirect emissions from purchased electricity, steam, heating and cooling for own use
- **Scope 3**
All other indirect emissions, including from leased assets up and down stream, each reflecting a different category of emissions.

Table 16 CO₂ emissions

Emission Source	Scope 1 kg CO ₂ -e	Scope 2 kg CO ₂ -e	Scope 3 kg CO ₂ -e	Total kg CO ₂ -e
Electricity (Location-based approach)	N/A	1,909,417	156,941	2,066,358
Natural Gas	679,900	N/A	172,845	852,745
Fleet Vehicles	-	N/A	-	-
Domestic Flights	N/A	N/A	7,519	7,519
Other Energy	-	N/A	-	-
Total kg CO₂-e	679,900	1,909,417	337,304	2,926,622

The electricity emissions reported above are calculated using the location-based approach. When applying the market-based method, which accounts for activities such as Greenpower, purchased large-scale generation certificates and being in the ACT, the total emissions for electricity, are below.

Table 17 CO₂ emissions market-based calculation

Emission Source	Scope 1 kg CO ₂ -e	Scope 2 kg CO ₂ -e	Scope 3 kg CO ₂ -e	Total kg CO ₂ -e
Electricity (Location-based approach)	N/A	155,961	20,642	176,603
Natural Gas	679,900	N/A	172,845	852,745
Fleet Vehicles	-	N/A	-	-
Domestic Flights	N/A	N/A	7,519	7,519
Other Energy	-	N/A	-	-
Total kg CO₂-e	679,900	155,961	201,005	1,036,867

President of the Senate office; Photo: Tom Ferguson.



Capital work upgrades

MoAD's Capital Works Program for 2022–23 included continuation of the Fire Remediation Project. This incorporated the re-laying of the foyer parquet floor using recycled jarrah and the installation of a purpose designed reception desk.

In response to the fire in December 2021 and the break-in in September 2022 a major security upgrade was undertaken. It included reinforcing entry and exit doors with new deadbolts and strike plates; updating the CCTV system with the addition of new cameras across the building and replacing older cameras; strengthening of the security control room door and an additional large monitor added to the monitor wall to allow for additional CCTV camera footage to be viewed by the guards.

Other works included:

- a major review and update to the LCCP with the inclusion of 12 Gallery spaces for the first time
- a successful Australian Heritage Grant application for accessibility upgrades to be delivered in the House of Representatives and Senate Chambers
- commencement of planning for new capital projects to be delivered under the forward estimate capital funding
- support to MoAD tenants in the delivery of upgraded spaces for new and engaging exhibitions and schools programs
- active implementation of the DIAP with the inclusion of extensive accessibility upgrades in the designs for new projects to provide a more equitable experience for all visitors
- continued maintenance and protection of ageing and damaged heritage fabric through conservation projects designed to provide the best long-term outcome for the building
- ongoing removal of asbestos and lead-containing material for improved health and safety.

Major projects completed included the Senate Chamber Roof Replacement work, window double glazing and the Senate undercroft base build.

Work commenced on the House of Representatives roof replacement and Chamber refurbishment and conservation project.

Other works commenced included:

- upgrade of the hydraulic systems to replace deteriorated water, storm water and sewer pipes
- the planning, engineering design and procurement for the main switchboard replacement
- an open tender process for the procurement of a managing contractor to deliver the remaining roof replacement.

Heritage expertise and heritage best practice methodologies were integrated into the 2022–23 capital works program at all project stages from inception to delivery. This has included the provision of heritage research, advice and documentation.

Heritage conservation projects allow for the sustainable use of the building, ensuring the ongoing preservation of the heritage values. During 2022–23, conservators were engaged for building and furniture conservation and remediation as part of updates to exhibitions and interpreted spaces. Conservation treatments were performed on furniture, in-built cupboards, bathrooms and floors to preserve the original fabric while enabling ongoing functional use.

Heritage conservation projects allow for the sustainable use of the building, ensuring the ongoing preservation of the heritage values.

Summary of financial management and performance

An unmodified audit report on the 2022–23 financial statements was received from the Australian National Audit Office, with no findings during the year. The notes to the audited financial statements explain the key numbers. In particular, the commentary on variances to budget at Note 3.11 highlights the specific events that occurred during the year that affected the results.

Total income for the year was \$24.948 million (budgeted \$16.931 million) and total expenditure including depreciation was \$28.884 million (budgeted \$22.775 million) resulting in an operating deficit of \$3.936 million. The deficit is due to a timing difference between the continuing costs of remediation from the fire damage in December 2021 and hail damage in January 2020 and insurance reimbursements for the same.

Revenue from government was \$15.261 million. Income from own sources amounted to \$9.687 million and included reimbursements from insurance claims. MoAD also received equity injections of \$0.214 million for the preservation and conservation of its heritage furniture collection and acquisition of new collection items and \$4.200 million for critical capital works.

At 30 June 2023 cash on hand totalled \$8.485 million (at 30 June 2022 it was \$8.579 million) and included \$5.166 million for capital works not yet completed, \$1.170 million in accrued expenses and the remainder is held in reserve for employee entitlements and other committed operational expenditure.

Wooden chair and desk in the Furnished exhibition; Photo: Tom Ferguson.





Chapter 06

Financial statements



INDEPENDENT AUDITOR'S REPORT

To the Minister for the Arts

Opinion

In my opinion, the financial statements of the Old Parliament House (the Entity) for the year ended 30 June 2023:

- comply with Australian Accounting Standards – Simplified Disclosures and the *Public Governance, Performance and Accountability (Financial Reporting) Rule 2015*; and
- present fairly the financial position of the Entity as at 30 June 2023 and its financial performance and cash flows for the year then ended.

The financial statements of the Entity, which I have audited, comprise the following as at 30 June 2023 and for the year then ended:

- Statement by the Board, the Director and the Chief Financial Officer;
- Statement of Comprehensive Income;
- Statement of Financial Position;
- Statement of Changes in Equity;
- Cash Flow Statement; and
- Notes to and forming part of the financial statements, comprising a Summary of Significant Accounting Policies and other explanatory information.

Basis for opinion

I conducted my audit in accordance with the Australian National Audit Office Auditing Standards, which incorporate the Australian Auditing Standards. My responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Statements* section of my report. I am independent of the Entity in accordance with the relevant ethical requirements for financial statement audits conducted by the Auditor-General and his delegates. These include the relevant independence requirements of the Accounting Professional and Ethical Standards Board's APES 110 *Code of Ethics for Professional Accountants (including Independence Standards)* (the Code) to the extent that they are not in conflict with the *Auditor-General Act 1997*. I have also fulfilled my other responsibilities in accordance with the Code. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

Accountable Authority's responsibility for the financial statements

As the Accountable Authority of the Entity, the Board is responsible under the *Public Governance, Performance and Accountability Act 2013* (the Act) for the preparation and fair presentation of annual financial statements that comply with Australian Accounting Standards – Simplified Disclosures and the rules made under the Act. The Board is also responsible for such internal control as the Board determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Board is responsible for assessing the ability of the Entity to continue as a going concern, taking into account whether the Entity's operations will cease as a result of an administrative restructure or for any other reason. The Board is also responsible for disclosing, as applicable, matters related to going concern and using the going concern basis of accounting, unless the assessment indicates that it is not appropriate.

GPO Box 707, Canberra ACT 2601
38 Sydney Avenue, Forrest ACT 2603
Phone (02) 6203 7300

Auditor's responsibilities for the audit of the financial statements

My objective is to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian National Audit Office Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial statements.

As part of an audit in accordance with the Australian National Audit Office Auditing Standards, I exercise professional judgement and maintain professional scepticism throughout the audit. I also:

- identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control;
- obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Entity's internal control;
- evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Accountable Authority;
- conclude on the appropriateness of the Accountable Authority's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Entity's ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify my opinion. My conclusions are based on the audit evidence obtained up to the date of my auditor's report. However, future events or conditions may cause the Entity to cease to continue as a going concern; and
- evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

I communicate with the Accountable Authority regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.

Australian National Audit Office

Rita Bhana
Audit Principal
Delegate of the Auditor-General

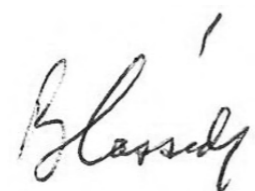
Canberra
3 October 2023

Statement by the board, the director and the chief financial officer

In our opinion, the attached financial statements for the year ended 30 June 2023 comply with subsection 42(2) of the *Public Governance, Performance and Accountability Act 2013* (PGPA Act), and are based on properly maintained financial records as per subsection 41(2) of the PGPA Act.

In our opinion, at the date of this statement, there are reasonable grounds to believe Old Parliament House will be able to pay its debts as and when they fall due.

This statement is made in accordance with a resolution of the Board.



Mr B Cassidy
Chairperson

Date: 3 October 2023



Ms S Bull
Director

Date: 3 October 2023



Ms. R. Cox
Chief Financial Officer

Date: 3 October 2023

Statement of comprehensive income

For the period ended 30 June 2023

	Notes	2023 \$'000	2022 \$'000	Original budget \$'000	
Net cost of services	Expenses				
	Employee benefits	3.1A	8,754	8,204	8,352
	Suppliers	3.1B	12,536	9,568	6,995
	Depreciation and amortisation	3.4A	7,594	7,622	7,428
	Write-down and impairment of assets	3.4A	-	24	-
	Total expenses		28,884	25,418	22,775
	Own-Source income				
	Own-Source revenue				
	Sale of goods and rendering of services	3.2A	708	166	205
	Rental income	3.2B	1,955	1,542	1,426
	Interest	3.2C	383	7	62
	Sponsorship and grants	3.2D	313	411	185
	Other revenue	3.2E	6,328	661	83
Total own-source revenue		9,687	2,787	1,961	
Gains					
Other gains	3.2F	-	1	-	
Total gains		-	1	-	
Total own-source income		9,687	2,788	1,961	
Net cost of services		(19,197)	(22,630)	(20,814)	
Revenue from Government	3.2G	15,261	13,569	14,970	
Deficit from continuing operations		(3,936)	(9,061)	(5,844)	
Other comprehensive loss	Items not subject to subsequent reclassification to net cost of services				
	Changes in asset revaluation reserve	3.4A	-	3,834	-
Total other comprehensive loss		(3,936)	(5,227)	(5,844)	

The above statement should be read in conjunction with the accompanying notes.

Statement of financial position

As at 30 June 2023

		Notes	2023 \$'000	2022 \$'000	Original budget \$'000
Assets	Financial assets				
	Cash and cash equivalents	3.3A	8,485	8,579	7,591
	Trade and other receivables	3.3B	2,862	280	280
	Total financial assets		11,347	8,859	7,871
	Non-financial assets				
	Heritage and cultural building	3.4A	94,880	97,400	96,675
	Heritage and cultural collections	3.4A	9,777	9,743	9,671
	Right-of-use building	3.4A	812	1,051	1,090
	Plant and equipment	3.4A	4,586	4,657	4,805
	Intangibles	3.4A	97	221	226
	Inventories	3.4B	99	102	102
Prepayments		116	116	116	
Total non-financial assets		110,367	113,290	112,685	
Total assets		121,714	122,149	120,556	
Liabilities	Payables				
	Suppliers	3.5A	836	1,519	1,519
	Other payables	3.5C	335	260	60
	Total payables		1,171	1,779	1,579
	Interest-Bearing Liabilities				
	Leases	3.5B	904	1,146	983
	Total interest-bearing liabilities		904	1,146	983
	Provisions				
	Employee provisions	3.6A	1,968	2,066	2,266
	Total provisions		1,968	2,066	2,266
Total liabilities		4,043	4,991	4,828	
Net assets		117,671	117,158	115,728	
Equity	Contributed equity		81,980	77,566	74,490
	Reserves		50,342	50,307	50,310
	Retained earnings/(accumulated deficit)		(14,651)	(10,715)	(9,072)
	Total equity		117,671	117,158	115,728

The above statement should be read in conjunction with the accompanying notes.

Statement of changes in equity

For the period ended 30 June 2023

		Notes	2023 \$'000	2022 \$'000	Original budget \$'000
Contributed equity	Opening Balance				
	Balance carried forward from previous period		77,566	72,471	70,076
	Rounding adjustment		-	1	-
	Adjusted opening balance		77,566	72,472	70,076
	Transactions with owners				
	Contributions by owners				
Equity injection		4,200	4,899	4,200	
Equity injection - collection development and acquisitions budget - CDAB		214	195	214	
Total transactions with owners		4,414	5,094	4,414	
Closing balance as at 30 June		81,980	77,566	74,490	
Retained earnings	Opening Balance				
	Balance carried forward from previous period		(10,715)	(1,656)	(46,838)
	Rounding adjustment		-	2	-
	Adjustment for changes in accounting policies		-	-	43,610
	Adjusted Opening Balance		(10,715)	(1,654)	(3,228)
	Comprehensive loss				
Deficit for the period		(3,936)	(9,061)	(5,844)	
Total comprehensive loss		(3,936)	(9,061)	(5,844)	
Closing balance as at 30 June		(14,651)	(10,715)	(9,072)	
Asset revaluation reserve	Opening Balance				
	Balance carried forward from previous period		50,307	46,473	50,310
	Adjustment for errors		35	-	-
	Other comprehensive income		-	3,834	-
Closing balance as at 30 June		50,342	50,307	50,310	
Total equity	Opening Balance				
	Balance carried forward from previous period		117,158	117,291	73,548
	Adjustment for errors		35	-	-
	Adjustment for changes in accounting policies		-	-	43,610
	Adjusted opening balance		117,193	117,291	117,158
	Comprehensive loss				
	Deficit for the period		(3,936)	(9,061)	(5,844)
	Other comprehensive income		-	3,834	-
	Total comprehensive loss		(3,936)	(5,227)	(5,844)
	Transactions with owners				
Contributions by owners					
Equity injection		4,200	4,899	4,200	
Equity injection - CDAB		214	195	214	
Total transactions with owners		4,414	5,094	4,414	
Closing balance as at 30 June		117,671	117,158	115,728	

The above statement should be read in conjunction with the accompanying notes.

Amounts appropriated which are designated as 'equity injections' (less any formal reductions) are recognised directly in contributed equity in that year. The Financial Reporting Rules require that distributions to owners be debited to contributed equity unless it is in the nature of a dividend.

Cash flow statement

For the period ended 30 June 2023

	Notes	2023 \$'000	2022 \$'000	Original budget \$'000	
Operating activities	Cash received				
	Appropriations	15,261	13,569	14,970	
	Sale of goods and rendering of services	572	167	205	
	Interest	353	7	-	
	Rental income	1,847	1,578	1,426	
	Net GST receivable	-	215	-	
	Other	4,312	1,072	330	
	Total cash received		22,345	16,608	16,931
	Cash used				
	Employees	8,795	8,098	8,352	
Suppliers	13,106	8,668	6,995		
Net GST paid	29	-	-		
Total cash used		21,930	16,766	15,347	
Net cash from/(used by) operating activities		415	(158)	1,584	
Investing Activities	Cash used				
	Purchase of non-financial assets	4,714	3,835	6,514	
	Total cash used	4,714	3,835	6,514	
Net cash from/(used by) investing activities		(4,714)	(3,835)	(6,514)	
Financing activities	Cash received				
	Contributed equity	4,414	5,094	4,414	
	Total cash received	4,414	5,094	4,414	
	Cash used				
	Principal payments of lease liabilities	209	174	472	
	Total cash used	209	174	472	
	Net cash from/(used by) financing activities	4,205	4,920	3,942	
Net increase/(decrease) in cash held	(94)	927	988		
Cash and cash equivalents at the beginning of the reporting period	3.3A	8,579	7,652	8,579	
Cash on hand for the reporting period		8,485	8,579	7,591	

The above statement should be read in conjunction with the accompanying notes.

Notes to and forming part of the financial statements

For the period ended 30 June 2023

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Note 1 Summary of Significant Accounting Policies

1.1. Objectives of Old Parliament House

Old Parliament House (OPH) is a not-for-profit Corporate Commonwealth Entity (CCE). The objectives of OPH are twofold: to conserve Old Parliament House as a significant national heritage site and to deliver the Museum of Australian Democracy at Old Parliament House. Domiciled, and incorporated in Australia, registered office address:

Old Parliament House
18 King George Terrace
Parkes ACT 2600

OPH is structured to meet one outcome:

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 collection, exhibitions and educational programs.

The continued existence of OPH in its present form and with its present programs is dependent on Government policy and on continuing funding by Parliament for the OPH's administration and programs.

1.2. Basis of Preparation of the Financial Statements

The financial statements are required by section 42 of the *Public Governance, Performance and Accountability Act 2013* (PGPA Act).

The financial statements have been prepared in accordance with:

- Public Governance, Performance and Accountability (Financial Reporting) Rule 2015* (FRR); and
- Australian Accounting Standards and Interpretations – including simplified disclosures for Tier 2 entities under AASB 1060 issued by the Australian Accounting Standards Board (AASB) that apply for the reporting period.

The financial statements have been prepared on an accrual basis and in accordance with the

historical cost convention, except for certain assets and liabilities at fair value. Except where stated, no allowance is made for the effect of changing prices on the results or the financial position.

The financial statements are presented in Australian dollars and values are rounded to the nearest thousand dollars, unless otherwise specified. Specific accounting policies can be found in the relevant notes.

1.3. New Australian Accounting Standard Adoption of new AAS requirements

No accounting standard has been adopted earlier than the mandatory application date as stated in the standard. All new/revised/ amending standards and /or interpretations that were issued prior to the sign-off date and are applicable to the current reporting period did not have a material effect on OPH's financial statements.

1.4. Significant Accounting Judgements and Estimates Fair Value Measurement

In the process of applying the accounting policies listed in these notes, OPH has made judgements on the value of the building and the heritage and cultural assets that significantly impact on the amounts recorded in the financial statements.

OPH procures valuation services from independent valuers at least every three years. The valuers provide a valuation to obtain a fair value in accordance with AASB 13. In the intervening years OPH management assess each asset class to ensure the carrying values equate to fair value.

Over the last few years, the cycle has been interrupted as a result of other events. Below is a table of the professional valuations from previous years.

Year	Comment
2018-19	Professional valuation for all asset classes
2019-20	OPH Management Assessment
2020-21	Professional valuation for the heritage and cultural building and infrastructure, plant and equipment. Excluded the heritage and cultural collections
2021-22	Professional valuation for the heritage and cultural collections and another desktop valuation of the heritage and cultural building due to the extensive fire damage experienced in December 2021
2022-23 (this financial year)	OPH Management Assessment

The fair value of non-financial assets is disclosed at Note 3.4.

The highest and best use of all non-financial assets is the same as their current use.

The following is an analysis of the key judgements, methods and inputs for each category of non-financial assets:

Heritage & cultural building

The fair value of the building has been taken to be the market value, determined by calculating the depreciated replacement cost, as determined by an independent valuer.

There are several significant unobservable inputs used in the fair value measurement of OPH's heritage and cultural building assets. The methodology uses gross current replacement cost reduced by factors providing for age, physical depreciation, and technical and functional obsolescence, considering the unique heritage value, total estimated useful

During 2022-23 additional capital works were completed (disclosed at Note 3.4). OPH has assessed the carrying value of the building and the additions as fair value.

Heritage & cultural collections

The fair value of heritage and cultural assets is based on market observations; however, OPH's collections are diverse with many objects being iconic with limited markets for comparison. This means that if there is not a directly observable market price for that exact asset the valuer measures the value with a similar asset of equitable heritage significance for which market records do exist.

The fair value of OPH's heritage and cultural collection assets is based on sales comparisons of similar items through auction sales, catalogues and known private collections. Significant increases (decreases) in any of those inputs in isolation would result in a significantly higher (lower) fair value measurement.

Items that are rare or unique, with a known provenance and a direct relationship to the recorded history of Australia often command a premium price in the market. In cases where items incorporated within this valuation are rare or unique, this has been taken into account in assigning values. There were two exceptions to

sales comparison: the Prime Minister's Desk and the Speaker's Chair for which there was no directly comparable sales data available, as such OPH has assessed the carrying value of the heritage and cultural collections as fair value.

Infrastructure, plant & equipment (IPE)

The fair value of OPH's IPE is largely based on market observations unless the asset is a specialised or special-use facilities which are valued on a depreciable replacement cost basis.

1.5. Taxation and competitive neutrality

OPH is exempt from all forms of taxation except Fringe Benefits Tax (FBT) and the Goods and Services Tax (GST). Revenues, expenses and assets are recognised net of GST except:

- where the amount of GST incurred is not recoverable from the Australian Taxation Office; and
- for receivables and payables.

Note 2 Events After the Reporting Period

OPH had no events occurring after the statement of financial position date requiring disclosure.

Note 3.1 Expenses

3.1A Employee benefits		
	2023 \$'000	2022 \$'000
Wages and salaries	6,714	6,366
Superannuation		
Defined contribution plans	908	826
Defined benefit plans	325	361
Leave and other entitlements Interest	807	651
Total employee benefits	8,754	8,204

See Note 3.6 for accounting policy on Employee Provisions and Superannuation.

3.1B Suppliers		
	2023 \$'000	2022 \$'000
Goods and services supplied or rendered		
Consultants	1	147
Professional services	1,363	1,381
Travel	49	53
IT services	1,034	587
Building services & maintenance	8,271	6,327
External Audit Fees (Australian National Audit Office)	69	61
Other	1,711	972
Total goods and services supplied or rendered	12,498	9,528
Goods supplied	6,338	4,314
Services rendered	6,160	5,214
Total goods and services supplied or rendered	12,498	9,528
Other suppliers		
Workers compensation expenses	38	40
Total other suppliers	38	40
Total suppliers	12,536	9,568

Note 3.2 Own-source revenue

3.2A Sales of goods and rendering of services		
	2023 \$'000	2022 \$'000
Rendering of services - external parties	708	166
Total rental income	208	166

OPH receives revenue from sale of shop merchandise and tickets and tours. All revenue in this category is recognised in the month that it is received and/or falls due.

3.2B Rental income		
	2023 \$'000	2022 \$'000
Rental Income	1,955	1,542
Total sale of goods and rendering of services	1,955	1,542

OPH receives revenue from the rental of building spaces. This rental revenue is recognised when due under the terms of the rental agreements.

3.2C Interest		
	2023 \$'000	2022 \$'000
Interest	383	7
Total interest	383	7

OPH receives interest revenue from cash at bank and cash on deposit. Interest revenue is recognised when it is received.

3.2D Sponsorship and grants		
	2023 \$'000	2022 \$'000
Sponsorships and grants	313	411
Total Sponsorships and grants	313	411

OPH received grants last financial year for specific one-off capital projects from the portfolio department – Infrastructure, Transport, Regional Development, Communications, and the Arts. Revenue is recognised when due under the terms of the grant and sponsorship agreements.

3.2E Other revenue		
	2023 \$'000	2022 \$'000
Insurance claims refund	6,283	661
Other (including cash donations)	45	-
Total other revenue	6,328	661

OPH receives other revenue from cash donations and location filming revenue. Donations are recognised as revenue when they are received, location filming revenue is recognised when due under the terms of the agreement with external parties. Other revenue also includes insurance refunds from hail & fire damage that is recognised when confirmation is received from the insurer (Comcover) that the claim has been approved.

3.2F Other gains		
	2023 \$'000	2022 \$'000
Resources received free of charge		
Other	-	1
Total other gains	-	1

Contributions of assets and donated services at no cost of acquisition or for nominal consideration are recognised as gains at their fair value when the asset qualifies for recognition, unless received from another Government entity because of a restructuring of administrative arrangements.

Resources received free of charge are recognised as revenue when and only when, a fair value can be reliably determined, and the services would have been purchased if they had not been donated. Use of those resources is recognised as an expense. Resources received free of charge are recorded as either revenue or gains depending on their nature.

3.2G**Revenue from Government**

	2023 \$'000	2022 \$'000
Corporate commonwealth entity payments from non-corporate commonwealth entities	15,261	13,569
Total revenue from Government	15,261	13,569

Funding received or receivable from non-corporate Commonwealth entities is recognised as revenue from government by OPH unless the funding is in the nature of an equity injection or a loan.

Revenue from Government is recognised when OPH receives the funding from the Department of Infrastructure, Transport, Regional Development, Communications and the Arts.

Note 3.3 Financial assets**3.3A****Cash and cash equivalents**

	2023 \$'000	2022 \$'000
Cash on hand	8,485	8,579
Total cash and cash equivalents	8,485	8,579

Cash is recognised at its nominal amount.

3.3B**Trade and other receivables**

	2023 \$'000	2022 \$'000
Goods and services	188	53
GST receivable from the Australian Taxation Office	235	227
Insurance claim	2,330	-
Other	109	-
Total trade and other receivables (net)	2,862	280

All trade and other receivables are expected to be settled within 12 months. No indicators of impairment were found for trade and other receivables.

Note 3.4 Non-Financial Assets**3.4A****Reconciliation of the Opening and Closing Balances of Property, Plant and Equipment and Intangibles**

	Heritage and cultural building ¹ \$'000	Heritage and cultural collection ² \$'000	Right-of-use (RoU) Buildings \$'000	Plant and equipment \$'000	Intangibles ³ \$'000	Total \$'000
As at 1 July 2022						
Net book value	97,400	9,743	1,051	4,657	221	113,072
Total as at 1 July 2022	97,400	9,743	1,051	4,657	221	113,072
Additions	3,202	34	0	1,489	(50) ⁵	4,675
Depreciation and amortisation	(5,721)	-	(239)	(1,560)	(74)	(7,594)
Total as at 30 June 2023	94,881	9,777	812	4,586	97	110,152
Total as at 30 June 2023 represented by Net book value	94,881	9,777	812	4,586	97	110,152
Total as at 30 June 2023	94,881	9,777	812	4,586	97	110,152

¹The OPH building is considered a 'Heritage & Cultural asset' on the basis that the building reflects significant cultural heritage of the Australian nation and has satisfactorily met the criteria under the Financial Reporting Rules for Heritage and Cultural classification.

²Plant and equipment (P&E) that met the definition of a heritage and cultural (H&C) item was disclosed in the H&C asset class.

³Intangibles reflects computer software, including internally generated software.

⁴The opening balance includes \$127,169 of transactions recorded in work in progress at 30 June 2022 that were re-classified as supplier expenditure at 30 June 2023 when the nature of those capital works changed. The prior year balance was not re-stated as the amount was immaterial when compared to the total building fair value.

⁵This number is transactions that were initially recognised in WIP as at 30 June 2022, but expensed in the 2022-2023 reporting period as the project was deemed not to be capital in nature. There were no new additions for intangibles during the year.

Note 3.4 Non-Financial Assets (cont)

i. Revaluations of non-financial assets

Following initial recognition at cost, property, plant and equipment and heritage and cultural assets are carried at fair value less subsequent accumulated depreciation and accumulated impairment losses. Valuations are conducted with sufficient frequency to ensure that the carrying amounts of assets do not differ materially from the asset's fair values as at the reporting date. The regularity of independent valuations depends upon the volatility of movements in market values for the relevant assets.

Revaluation adjustments are made on a class basis. Any revaluation increment is credited to equity under the heading of asset revaluation reserve except to the extent that it reverses a previous revaluation decrement of the same asset class that was previously recognised in the surplus/deficit. Revaluation decrements for a class of assets are recognised directly in the surplus/deficit except to the extent that they reverse a previous revaluation increment for that class. Any accumulated depreciation at the revaluation date is eliminated against the gross carrying amount of the asset and the asset restated to the revalued amount.

OPH obtained independent valuations last financial year (as of 30 June 2022) for the Heritage Building, and Heritage and Cultural assets. An independent valuation was also obtained for Property, plant and equipment, as of 30 June 2021.

There have been no significant movements in market values since the professional valuations.

Fair values for each class of asset are determined as shown below:

Asset Class	Fair value measurement
Property, plant and equipment	Depreciated replacement cost and market comparison
Heritage and cultural assets - building	Depreciated replacement cost
Heritage and cultural assets - collections	Market comparison and sales of similar assets

ii. Contractual commitments for the acquisition of property, plant, equipment and intangible assets

Non-financial asset contractual commitments all relate to expenditure for the 2022-23 financial year and amount to \$5,162,210 (2022: \$5,564,372). The balance reflects the final construction phase of the current capital works program.

iii. Acquisition of assets

Assets are recorded at cost on acquisition or transfer except as stated below. The cost of acquisition includes the fair value of assets transferred in exchange and liabilities undertaken. Financial assets are initially measured at their fair value plus transaction costs where appropriate.

Assets acquired at no cost or for nominal consideration, are initially recognised as assets and income at their fair value at the date of acquisition, unless acquired as a consequence of restructuring of administrative arrangements. In the latter case, assets are initially recognised as contributions by owners at the amounts at which they were recognised in the transferor's accounts immediately prior to the restructuring.

iv. Asset recognition threshold

Purchases of property, plant and equipment are recognised initially at cost in the statement of financial position, except for purchases costing less than \$2,000, which are expensed in the year of acquisition (other than where they form part of a group of similar items which are significant in total).

v. Depreciation

Depreciable property, plant and equipment assets are written-off to their estimated residual values over their estimated useful lives to OPH using, the straight-line method of depreciation.

Depreciation rates (useful lives), residual values and methods are reviewed at each reporting date and necessary adjustments are recognised in the current or current and future reporting periods, as appropriate.

Depreciation rates applying to each class of depreciable asset are based on the following useful lives:

Asset Class	2023	2022
Heritage and cultural assets - building	5 to 45 years	5 to 45 years
Heritage and cultural assets - collection	Indefinite	Indefinite
Property, plant and equipment	3 to 10 years	3 to 10 years
Intangibles	3 to 5 years	3 to 5 years
Right-of-use assets	Life of lease	Life of lease

Heritage and cultural collection assets have indefinite useful lives and are not depreciated.

vi. Impairment

All assets were assessed for impairment as at the reporting date. Where indications of impairment exist, the asset's recoverable amount is estimated, and an impairment adjustment made if the asset's recoverable amount is less than its carrying amount.

The recoverable amount of an asset is the higher of its fair value less costs of disposal and its value in use. Value in use is the present value of the future cash flows expected to be derived from the asset. Where the future economic benefit of an asset is not primarily dependent on the asset's ability to generate future cash flows and the asset would be replaced if OPH were deprived of the asset, its value in use is taken to be its depreciated replacement cost.

An impairment loss on a non-revalued asset is recognised in the profit or loss. However, an impairment loss on a revalued asset is recognised in other comprehensive income to the extent that the impairment loss does not exceed the amount in the revaluation surplus for that same asset. Such an impairment loss on a revalued asset reduces the revaluation surplus for that asset.

vii. Derecognition

An item of property, plant and equipment is derecognised upon disposal or when no further economic benefits are expected from its use or disposal.

viii. Heritage and cultural assets

OPH has a variety of items in the Collection which relate to the buildings use as the seat of parliament and/or democracy which are used primarily for purposes that relate to their cultural significance. These include the Replica Mace, Replica Crown Jewels, despatch boxes, portraits, prints, books and political cartoons.

OPH has adopted appropriate curatorial and preservation policies for these items, and they are deemed to have an indefinite useful life and hence are not depreciated. The curatorial and preservation policies are publicly available at: moadoph.gov.au

ix. Intangibles

OPH's intangibles assets are carried at cost less accumulated amortisation and accumulated impairment losses. Software is amortised on a straight-line basis over its anticipated useful life. All software assets were assessed for indications of impairment as at the reporting date.

x. Right of use assets

Leased ROU assets are capitalised at the commencement date of the lease and comprise of the initial lease liability amount, initial direct costs incurred when entering into the lease less any lease incentives received. These assets are accounted for by OPH as separate asset classes to corresponding assets owned outright.

On initial adoption of AASB 16 OPH has adjusted the ROU assets at the date of initial application by the amount of any provision for onerous leases recognised immediately before the date of initial application. Following initial application, an impairment review is undertaken for any right of use lease asset that shows indicators of impairment and an impairment loss is recognised against any right of use lease asset that is impaired. Lease ROU assets continue to be measured at cost after initial recognition.

Note 3.4B Inventories

3.4B Inventories	2023 \$'000	2022 \$'000
Retail shop inventory	99	102
Total inventories held for sale	99	102

Inventory purchases are recorded as supplier expenses at cost price. Shop retail sales are recorded as revenue when received. The annual stocktake measures inventory held at cost; and stock is expected to be sold within twelve months.

Note 3.5 Payables

3.5A Suppliers	2023 \$'000	2022 \$'000
Trade creditors and accruals	836	1,519
Total suppliers	836	1,519

Supplier and other payables are recognised at amortised cost. Liabilities are recognised to the extent that the goods or services have been received (and irrespective of having been invoiced).

Note 3.5B Leases

3.5B Lease liabilities	2023 \$'000	2022 \$'000
Lease liabilities	904	1,146
Total lease liabilities	904	1,146

Lease liabilities are an interest-bearing liability. Refer to Note 3.4A for accounting policy on right of use assets.

Maturity analysis: Contractual undiscounted cash flows

	2023 \$'000	2022 \$'000
Within 1 year	260	253
Between 1 to 5 years	544	920
More than 5 years	-	-
Total lease liabilities	804	1,173

OPH's lease liability is as lessee for an offsite storage facility for heritage and cultural collection items. These lease disclosures should be read in conjunction with Note (3.4A) Non-Financial Assets.

For all new contracts entered into, OPH considers whether the contract is, or contains a lease. A lease is defined as 'a contract, or part of a contract, that conveys the right to use an asset (the underlying asset) for a period of time in exchange for consideration'. Once it has been determined that a contract is, or contains a lease, the lease liability is initially measured at the present value of the lease payments unpaid at the commencement date, discounted using the interest rate implicit in the lease, if that rate is readily determinable, or the department's incremental borrowing rate.

Subsequent to initial measurement, the liability will be reduced for payments made and increased for interest. It is remeasured to reflect any reassessment or modification to the lease. When the lease liability is remeasured, the corresponding adjustment is reflected in the right-of-use asset or profit and loss depending on the nature of the reassessment or modification.

Note 3.5C Other payables

3.5B Other payables	2023 \$'000	2022 \$'000
Salaries and wages	255	174
Superannuation	40	26
Unearned income	26	24
Other	14	36
Total other payables	335	260

Total other payables are expected to be settled in no more than 12 months.

Classification of financial liabilities

Financial liabilities are classified as either financial liabilities 'at fair value through profit or loss' or other financial liabilities. OPH only holds other financial liabilities.

Financial liabilities are recognised and derecognised upon the trade date.

Other financial liabilities

Other financial liabilities are initially measured at fair value, net of transaction costs. These liabilities are subsequently measured at amortised cost using the effective interest method, with interest expense recognised on an effective yield basis.

Note 3.6 Employee provisions

3.6A Employee provisions	2023 \$'000	2022 \$'000
Leave (annual and long service leave)	1,968	2,066
Total employee provisions	1,968	2,066

Leave

The liability for employee benefits includes provision for annual leave and long service leave.

The leave liabilities are calculated on the basis of employees' remuneration at the estimated salary rates that will be applied at the time the leave is taken, including OPH's employer superannuation contribution rates to the extent that the leave is likely to be taken during service rather than paid out on termination.

The liability for long service leave has been determined using present value techniques in accordance with the shorthand method as prescribed by the Department of Finance. The estimate of the present value of the liability takes into account attrition rates and pay increases through promotion and inflation using the shorthand method.

Separation and redundancy

No provision is required for separation and redundancy of employees.

Superannuation

Staff of OPH are members of the Commonwealth Superannuation Scheme (CSS), the Public Sector Superannuation Scheme (PSS), the PSS accumulation plan (PSSap) or a superannuation fund of their choice.

The CSS and PSS are defined benefit schemes for the Australian Government. The PSSap is a defined contribution scheme.

The liability for defined benefits is recognised in the financial statements of the Australian Government and is settled by the Australian Government in due course. This liability is reported in the Department of Finance's administered schedules and notes.

OPH makes employer contributions to the employee's superannuation scheme at rates determined by an actuary to be sufficient to meet the current cost to the Government. OPH accounts for the contributions as if they were contributions to defined contribution plans. Contributions to other funds are at the same rate as the applicable PSSap rate.

The liability for superannuation recognised as at 30 June represents outstanding contributions for the final fortnight of the year.

Note 3.7 Financial instruments

3.7A Categories of financial instruments	2023 \$'000	2022 \$'000
Financial assets		
Loans and receivables		
Cash and Cash equivalents	8,485	8,579
Trade and other receivables	2,626	53
Total financial assets	11,111	8,632

Financial liabilities	2023 \$'000	2022 \$'000
Financial liabilities measured at amortised cost		
Suppliers	836	1,519
Other payables	40	60
Total financial assets	876	1,579

The net fair value of the financial assets and liabilities are their carrying amounts. OPH derived \$383,344 interest income from financial assets in the current year (2022: \$7,333).

Note 3.7B Credit risk

OPH is exposed to minimal credit risk with the maximum exposure arising from potential default of a debtor. The amount is equal to the total amount of receivables for trade and other receivables as disclosed at Note 3.3B.

Note 3.7C Liquidity risk

OPH has sufficient available financial assets to meet all financial liabilities at the reporting date.

Note 3.8 Key management personnel remuneration

Key management personnel (KMP) are those persons having authority and responsibility for planning, directing and controlling the activities of the entity, directly or indirectly, including any director (whether executive or otherwise) of OPH. The key management personnel are determined to be the Director, Deputy Director and Board Members. Key management personnel remuneration is reported in the table below:

	2023 \$	2022 \$
Short-term employee benefits	732,577	735,352
Post-employment benefits	100,040	86,336
Other long-term employee benefits	17,993	(6,857)
Total key management personnel remuneration expenses	850,610	814,831

The total number of key management positions that are included in the above table are ten (2022: ten). However, fourteen individuals' remuneration was included to reflect acting arrangements in line with changes to the Chair and the Director of the Museum. Pro-rata remuneration for rotating employees acting in executive roles was included.

The Remuneration Tribunal sets remuneration for Board members.

Note 3.9 Related party disclosures

Related party relationships:

The entity is an Australian Government controlled entity. Related parties to this entity are Directors and Executive, and other Australian Government entities.

Transactions with related parties:

Given the breadth of Government activities, related parties may transact with the government sector in the same capacity as ordinary citizens.

There have been no transactions with related parties during the financial year that are material or are outside the normal terms of trade.

Note 3.10 Current/non-current distinction for assets and liabilities

Assets expected to be recovered in	Asset	2023 \$'000	2022 \$'000
No more than 12 months	Cash and cash equivalents	8,485	8,579
	Trade and other receivables	2,862	280
	Inventories	99	102
	Prepayments	111	113
	Total no more than 12 months	11,557	9,074
More than 12 months	Heritage and cultural building	94,880	97,400
	ROU building	812	1,051
	Heritage and cultural collections	9,777	9,743
	Plant and equipment	4,586	4,657
	Intangibles	97	221
	Prepayments	5	3
	Total more than 12 months	110,157	113,075
Total assets	121,714	122,149	

Liabilities expected to be settled in	Liability	2023 \$'000	2022 \$'000
No more than 12 months	Suppliers	836	1,519
	Leases	282	253
	Other payables	335	260
	Employee provisions	832	1,286
	Total no more than 12 months	2,285	3,318
More than 12 months	Leases	622	893
	Employee provisions	1,136	780
	Total more than 12 months	1,758	1,673
Total liabilities	4,043	4,991	

Note 3.11 Variances to Budget Commentary

Old Parliament House (OPH) operates in a changing environment with the development of new exhibitions alongside managing the heritage values of the building and Museum content. As a result, activities and events that occur during the financial year may not have been anticipated when preparing the budget.

Variances in actual revenue to budget and the impact on the financial statements

Historically, OPH generally makes conservative estimates for generation of own source revenue.

Sale of Goods and Rendering of Services

Includes admission fees from school visitation, tickets and tours and shop sales. Actual results for revenue in this category was positively impacted by higher visitation than anticipated, with the reopening of the Museum after fire damage, late in the prior financial year.

Rental Income

The variance to budget is due to increased cost recovery from tenants for utilities and other services provided. This also impacted the higher levels of trade and other receivables from goods and service.

Interest

Higher than anticipated interest rates increased the revenue from this source from what was anticipated in the budget.

Sponsorship and Grants

At the time of preparing the budget the success or otherwise of grant applications is unknown and so are not included. During the year OPH was successful in receiving funds for the costs of travelling the Behind the Lines exhibition to regional areas and a heritage grant for the refurbishment of the House of Representatives Chamber.

Other Revenue and Other Gains

The variance is due to receiving insurance refunds from the continued remediation of hail damage sustained in January 2020 and the fire damage from December 2021. OPH does not typically budget for other revenue and gains unless the income stream is certain at the time of preparing the budget.

Revenue from Government

The increased revenue from government is due to an additional funding measure for the current financial year that was unknown when preparing the budget in October 2022.

As a result of the above, in particular the significant receipts from insurance refunds in other revenue, total actual revenue was greater than budget on the comprehensive income statement, which in turn impacted cash receipts on the cash flow statement, the cash available to spend on supplier and employee expenditure and the remaining cash at bank at the end of year. While the higher levels of income increased the levels of trade and other receivables from goods and services generally, an insurance refund due at 30 June had the greatest impact on receivables at 30 June.

Variances in actual expenditure to budget and the impact on the financial statements

Employee benefits

The budget was prepared based on the known work schedule of the Museum at the time, additional staff were required to manage the workload due to the finalisation of the remediation of the fire damage to the front of the building. During the year there were some staff who moved to other organisations and had their leave provisions transferred with them. This also impacted employee provisions on the balance sheet, resulting in a decrease compared to budget.

Supplier expenses

Were higher than budgeted due to the expenditure on projects that are reimbursable from insurance, for example the finalisation of expenditure on the fire damage and the continued expenditure on the hail remediation.

Depreciation and amortisation

The budget was prepared based on an estimated schedule and completion of capital works on the building and for the exhibitions. The difference is due to the timing differences between what was estimated to be completed and the actual completion (and therefore capitalisation) of the new assets. Supply chain delays of equipment and supplies continued to impact the finalisation of capital projects.

These events affected the variances to budget for the statement of comprehensive income, statement of financial position (total payables) and cash flow statement (cash used for payments to employees and suppliers). In addition, the timing of final payment runs before the end of the financial year influenced the level of payables.

Variances in asset related expenditure and the impact on the financial statements

Asset related expenditure in a heritage building requires considerable amounts of planning and approvals before commencement. The quantum and timing of capital works during the year were impacted by the continuing remediation due to the hail damage, and the finalisation of the additional works required due to the fire damage.

Most variances in asset related expenditure related to changes in the scheduling of capital works.

Heritage and Cultural Building

The variance to budget is due to the different timing of the completion of capital projects than anticipated when preparing the budget.

Right of Use (RoU) building

The budget was prepared assuming a change to the arrangements for the right of use storage asset. This did not eventuate during the year as anticipated. This also impacted the cash used for principal payments of lease liabilities on the cash flow statement, the lease liability, and the lease asset.

Plant and Equipment & Intangibles

The variance to budget is due to the different timing of the completion of projects than anticipated when preparing the budget.

Inventories

The variance to budget for the shop inventory is due to increased sales during the year and therefore less stock remaining at 30 June than anticipated.

Payables

As mentioned above the higher than budgeted supplier spending, and the timing of the final payment run before end of year influenced the level of payables.

Interest Bearing Liabilities

The variance to budget for this item is due to timing differences between what was estimated at the time of the budget preparation and what eventuated.

Total Equity

The higher than budget total equity is mainly due to the lower than anticipated comprehensive deficit because of increased revenue and cash receipts during the year.

Cash

The variance to budget for cash holdings is mainly due to the different timing of the completion of projects than anticipated when preparing the budget. The higher revenue generation than anticipated also increased cash holdings at the end of the financial year.

List of reporting requirements

Section 17BE(u) requires this table to be included in entities' annual reports.

Table 18 Reporting requirements as per schedule 2A of the PGPA

PGPA Rule reference	Part of report	Description	Requirement
17BE Contents of annual report			
17BE(a)	20	Details of the legislation establishing the body	Mandatory
17BE(b)(i)	20	A summary of the objects and functions of the entity as set out in legislation	Mandatory
17BE(b)(ii)	40	The purposes of the entity as included in the entity's corporate plan for the reporting period	Mandatory
17BE(c)	20	The names of the persons holding the position of responsible Minister or responsible Ministers during the reporting period, and the titles of those responsible Ministers	Mandatory
17BE(d)	20	Directions given to the entity by the Minister under an Act or instrument during the reporting period	Mandatory, if applicable
17BE(e)	65	Any government policy order that applied in relation to the entity during the reporting period under section 22 of the Act	Mandatory, if applicable
17BE(f)	NA	Particulars of non-compliance with: <ul style="list-style-type: none"> a. a direction given to the entity by the Minister under an Act or instrument during the reporting period; or b. a government policy order that applied in relation to the entity during the reporting period under section 22 of the Act 	Mandatory, if applicable
17BE(g)	40-41	Annual performance statements in accordance with paragraph 39(1)(b) of the Act and section 16F of the rule	Mandatory
17BE(h), 17BE(i)	65	A statement of significant issues reported to the Minister under paragraph 19(1)(e) of the Act that related to non-compliance with finance law and action taken to remedy non-compliance	Mandatory, if applicable
17BE(j)	20-25	Information on the accountable authority, or each member of the accountable authority, of the entity during the reporting period	Mandatory
17BE(k)	20	Outline of the organisational structure of the entity (including any subsidiaries of the entity)	Mandatory
17BE(ka)	68-69	Statistics on the entity's employees on an ongoing and non-ongoing basis, including the following: <ul style="list-style-type: none"> a. statistics on full time employees; b. statistics on part-time employees; c. statistics on gender; d. statistics on staff location 	Mandatory
17BE(l)	30-37	Outline of the location (whether or not in Australia) of major activities or facilities of the entity	Mandatory
17BE(m)	60-67	Information relating to the main corporate governance practices used by the entity during the reporting period	Mandatory
17BE(n), 17BE(o)	64	For transactions with a related Commonwealth entity or related company where the value of the transaction, or if there is more than one transaction, the aggregate of those transactions, is more than \$10,000 (inclusive of GST): <ul style="list-style-type: none"> a. the decision-making process undertaken by the accountable authority to approve the entity paying for a good or service from, or providing a grant to, the related Commonwealth entity or related company; and b. the value of the transaction, or if there is more than one transaction, the number of transactions and the aggregate of value of the transactions 	Mandatory, if applicable
17BE(p)	14-17	Any significant activities and changes that affected the operation or structure of the entity during the reporting period	Mandatory, if applicable

PGPA Rule reference	Part of report	Description	Requirement
17BE Contents of annual report			
17BE(q)	64	Particulars of judicial decisions or decisions of administrative tribunals that may have a significant effect on the operations of the entity	Mandatory, if applicable
17BE(r)	64	Particulars of any reports on the entity given by: <ul style="list-style-type: none"> a. the Auditor-General (other than a report under section 43 of the Act); or b. a Parliamentary Committee; or c. the Commonwealth Ombudsman; or d. the Office of the Australian Information Commissioner 	Mandatory, if applicable
17BE(s)	NA	An explanation of information not obtained from a subsidiary of the entity and the effect of not having the information on the annual report	Mandatory, if applicable
17BE(t)	64	Details of any indemnity that applied during the reporting period to the accountable authority, any member of the accountable authority or officer of the entity against a liability (including premiums paid, or agreed to be paid, for insurance against the authority, member or officer's liability for legal costs)	Mandatory, if applicable
17BE(taa)	66	The following information about the audit committee for the entity: <ul style="list-style-type: none"> a. a direct electronic address of the charter determining the functions of the audit committee; b. the name of each member of the audit committee; c. the qualifications, knowledge, skills or experience of each member of the audit committee; d. information about each member's attendance at meetings of the audit committee; e. the remuneration of each member of the audit committee 	Mandatory
17BE(ta)	70	Information about executive remuneration	Mandatory
17BF Disclosure requirements for government business enterprises			
17BF(1)(a)(i)	NA	An assessment of significant changes in the entity's overall financial structure and financial conditions	Mandatory, if applicable
17BF(1)(a)(ii)	NA	An assessment of any events or risks that could cause financial information that is reported not to be indicative of future operations or financial conditions	Mandatory, if applicable
17BF(1)(b)	NA	Information on dividends paid or recommended	Mandatory, if applicable
17BF(1)(c)	NA	Details of any community service obligations the government business enterprise has including: <ul style="list-style-type: none"> a. an outline of actions taken to fulfil those obligations; and b. an assessment of the cost of fulfilling those obligations 	Mandatory, if applicable
17BF(2)	NA	A statement regarding the exclusion of information on the grounds that the information is commercially accountable authority or officer of the entity against a sensitive and would be likely to result in unreasonable commercial prejudice to the government business enterprise	Mandatory, if applicable

Other legislation requirements

Provision	Act	Part of report
Section 311A	Commonwealth Electoral Act 1918	64
Section 516A	Environment Protection and Biodiversity Conservation Act 1999	71
Schedule 2, Part 4	Work Health and Safety Act 2011	71

List of abbreviations

AAS	Australian Accounting Standards
AASB	Australian Accounting Standards Board
ABC	Australian Broadcasting Corporation
AC	Companion of the Order
ACU	Australian Catholic University
AEC	Australian Electoral Commission
AM	Member of the Order
AO	Officer of the Order
APEC	ASIA-Pacific Economic Corporation
APS	Australian Public Service
ARC	Australian Research Council
ASSA	Academy of Social Sciences in Australia
CCE	Corporate Commonwealth Entity
CDAB	Collection Development and Acquisitions Budget
CIT	Canberra Institute of Technology
CSS	Commonwealth Superannuation Scheme
DIAP	Disability Inclusion Action Plan
EPBC	Environment Protection and Biodiversity Conservation
FBT	Fringe Benefits Tax
FRR	Finance Report Rule
GST	Goods and Services Tax
HMAS	Her Majesty Australian Ship
IT	Information and Technology
ICT	Information and Communications Technology
IPE	Infrastructure, plant & equipment
LCCP	Life Cycle Cost Plan
MoAD	Museum of Australian Democracy
OM	Order of Merit
OPH	Old Parliament House
PACER	Parliamentary and Civics Education Rebate
PBS	Portfolio budget statements
PGPA	Public Governance, Performance and Accountability
PSS	Public Sector Superannuation Scheme
RAP	Reconciliation Action Plan
RoU	Right-of-use
SBS	Special Broadcasting Service
SMG	Senior Management Group
WHS	Work Health and Safety
WIP	Work in Progress



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MOAD

Museum of Australian Democracy
at Old Parliament House