

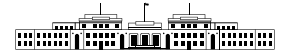
MUSEUM OF  
AUSTRALIAN DEMOCRACY



OLD PARLIAMENT HOUSE

# Corporate Plan

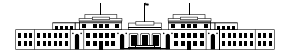
## 2026-27



## Acknowledgement of Country

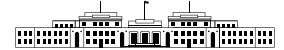
The Museum of Australian Democracy at Old Parliament House acknowledges Australia's First Nations peoples as the Traditional Custodians of Country throughout Australia. We recognise their continuing connection to land, waters and community.

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



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# Introduction

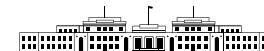
On behalf of the Board of Old Parliament House (the Accountable Authority), I present the FY 2026–27 Museum of Australian Democracy at Old Parliament House Corporate Plan, which covers the periods of 2026–27 to 2029–30, as required under paragraph 35(1)(b) of the *Public Governance, Performance and Accountability Act 2013* (PGPA Act). The plan is prepared in accordance with the Public Governance, Performance and Accountability (Establishing Old Parliament House) Rule 2016.

This Corporate Plan expands on the information contained in the 2026–27 Portfolio Budget Statements. Old Parliament House operates as the Museum of Australian Democracy at Old Parliament House. The agency will report against the plan in the Old Parliament House Annual Report, tabled in parliament by the minister each year. The Corporate Plan is the principal planning document that outlines the purpose, key activities, operating context and planned performance of Old Parliament House.

**Barrie Cassidy**

*Chair, Board of Old Parliament House July 2026*

Living our democracy,  
building our community.



## A unique institution

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

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

## Reporting framework

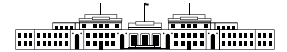
As a Corporate Commonwealth Entity, MoAD prepares an annual Corporate Plan. This primary planning document outlines the role of MoAD, the key activities it undertakes to fulfil this role in the reporting period, and how it will measure its performance against the key activities. The Corporate Plan forms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

## Our functions

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

The functions of Old Parliament House, as established under Rule 2016, are as follows:

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



## Purpose

### MoAD's purpose is to:

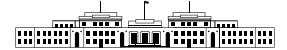
● ————— ●

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

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

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



## Activities

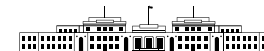
### MoAD's key activities are to:

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continue  
our national  
leadership role  
in the protection,  
conservation and  
interpretation  
of the nationally  
significant  
heritage building  
OPH and its  
collections

develop  
innovative and  
informative  
exhibitions,  
education  
content and  
programs  
that enable  
audiences to  
understand and  
participate as  
engaged citizens  
in Australia's  
democracy

extend MoAD's  
partnerships,  
outreach and  
engagement with  
audiences and  
stakeholders.



# Values

We value:

We demonstrate this by:

Lifelong learning and discovery

Developing engaging, thought-provoking exhibitions, public programs, digital content and events for all age groups, with an emphasis on intergenerational learning

We provide audiences with a robust knowledge base, to inform and engage, inspiring them to become active participants in their democracy.

Inclusivity and accessibility

Involving everyone and being of service to the diverse communities that make up Australian society

The diversity of Australian people and communities are valued at MoAD, and we are committed to engaging and connecting with a range of audiences.

Excellence and innovation

Maintaining a commitment to continuous improvement and innovative, audience-focused approaches to heritage management, digital content, and program design

MoAD is committed to partnering with specialists, philanthropists and supporters to find new ways of working and delivering unique experiences for our audiences.

Trust and authenticity

Providing accurate, balanced and trustworthy sources of information about Australia's social and political history and its democratic systems

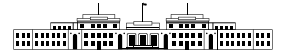
MoAD makes space for differences of opinion by creating an environment in which audiences can consider a range of perspectives and ideas that reflect Australian society.

Integrity and accountability

Acting with integrity and transparency in everything we do as an organisation and in all our interactions with communities.

Across all operations, MoAD is committed to being impartial, respectful, accountable, ethical and committed to serving the Australian public.





# Operating context



# Environment

## Centenary of Old Parliament House

Old Parliament House will mark our centenary in 2027. The centenary of Old Parliament House is an opportunity to celebrate Australia's democracy, the enduring themes of connection between people and place, and the power of Australian voices to shape its future.

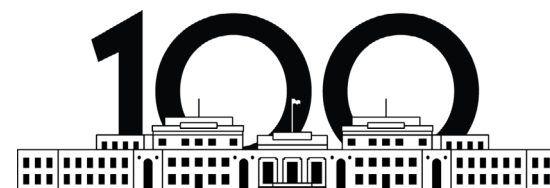
Throughout the Centenary year, MoAD will deliver a series of public events, exhibitions, digital content, and activities including:

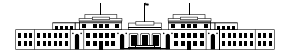
- a community day commemorating the anniversary of the opening of Parliament House in Canberra on 9 May 1927, marking the official relocation of the Commonwealth Parliament from Melbourne and the establishment of Canberra as the national capital.
- an exhibition displaying scale models of Old Parliament House, key objects and digital content, will engage visitors with stories from the early history of planning for a parliament building in Canberra, and later as the home of the Museum of Australian Democracy at Old Parliament House.
- an exhibition showcasing the history of Old Parliament House, from early planning for a parliament building in Canberra, through John Smith Murdoch's design and the building's

construction, its life as Parliament House from 1927 to 1988, and later as the home of the Museum of Australian Democracy at Old Parliament House.

- programs and an exhibition focused on representing the perspectives of First Nations peoples, based on the guidance and advice of the newly established First Nations Advisory Committee.
- an exhibition revealing the world of parliamentary catering from 1927 to 1988. The kitchen prepared food for the whole building from elaborate banquets for royalty to lunch and dinner for parliamentarians, their guests, staff and the press.

The program will include a special sitting of the federal Parliament at Old Parliament House. MoAD will support the work of the Joint Select Committee on the Centenary of Parliament in Canberra, which was established by the Australian Government to oversee planning and delivery of the commemoration of the Centenary of Parliament in Canberra.





## Collection

The MoAD Collection documents and represents the events, people, processes, movements and ideas that have shaped Australian society and politics, and our ways of life. It includes artworks and artefacts of social, historical and aesthetic significance.

The MoAD Collection offers opportunities to explore and interpret a wide range of topics, such as the diverse contributions made to the development of Australian democracy by various governments, prime ministers and other parliamentary representatives, political parties and movements, journalists and lobbyists. At the heart of the collection is Old Parliament House itself, the home of Australia's federal parliament from 1927 to 1988.

MoAD is committed to enhancing the representativeness of the collection, including documenting, collecting, and sharing the experiences of First Nations peoples in line with culturally appropriate collecting practices, as well as stories from migrant and refugee Australians and other community groups.

The collection will continue to enrich our exhibitions and public programs by documenting Australia's evolving democracy and by enhancing public understanding and involvement in the life of our nation. MoAD will use the collection to highlight Old Parliament House during its centenary year.

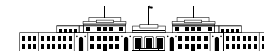
## Capital and infrastructure projects

MoAD will complete funded capital building projects identified in the 2023 Life Cycle Cost Plan (LCCP). The LCCP outlines the capital investment that is required to maintain the heritage-listed building and replace end-of-life infrastructure and exhibitions.

The Northeast Precinct project will be completed in the first half of 2026–27. The project upgraded aging building systems in the Prime Minister's and the Speaker's suites, the Government Party Room, and in education and gallery spaces. MoAD will also complete capital works for a new Education Workshop space for schools, and Main Kitchen exhibition.

MoAD will identify opportunities to implement its Carbon Roadmap to improve the environmental sustainability of Old Parliament House within its unique heritage context. To help reduce its environmental impact, MoAD will retain, adapt and reuse resources, and minimise waste.

MoAD will also explore opportunities to invest in an electrification program designed to convert its building operations to renewable energy resources. MoAD will continue to work with its contractors to ensure sustainable practices are adopted in the delivery of services to the public.



## Visitor engagement

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

- connect with existing and new audiences across Australia
- expand the ways we can be of service to the community.

MoAD's exhibitions are designed to inform and encourage visitor participation.

The travelling exhibitions program enables MoAD to share content with a national audience, providing unique opportunities to engage with the story of Australia's democracy. Accessibility is an important feature in enabling audiences to connect with and participate in programs and exhibitions.

## Education programming

MoAD's Learning Programs engage students across the country with Australia's democracy and social and political history. MoAD will continue to deliver school programs as part of the Parliament and Civics Education Rebate (PACER) initiative. It will provide education programs to schools from around Australia who travel to Canberra to engage in curriculum-aligned educational programs developed to support students to become active, engaged citizens.

Building on its successful pilot funded by Tim Fairfax AC and Gina Fairfax AC, MoAD will identify opportunities to expand the Democracy in a Box program, providing primary schools with access to high quality civics education resources, aligned to the Australian Curriculum, designed to engage students in democracy and civic participation.

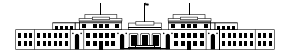
## Revive

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



*Revive* 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.

The Corporate Plan outlines how MoAD will incorporate and report against the five *Revive* pillars in relation to its key activities.



# Capability

## Future sustainability

With a focus on growing its own source revenue, MoAD will focus on extending new and existing philanthropic, corporate and commercial support revenue streams. Increasing our funding base will enable MoAD to provide an extended range of programs to Australians around the nation.

## Our workforce

MoAD is staffed by a highly motivated, diverse and innovative workforce. Staff have a broad range of skills and experience in heritage and conservation management, exhibition delivery, curation, site interpretation, visitor experience, learning, public programming, marketing, digital engagement, corporate services, education, and administration, building and facilities management.

MoAD volunteers are an important and valued component of our public work, particularly in relation to visitor engagement.

MoAD is committed to developing its capability by ensuring staff have the right skills and resources. It will continue to develop the workforce through targeted learning and development training programs in areas such as museum practice, cybersecurity, Work Health

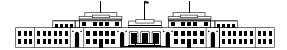
and Safety, and leadership. MoAD will focus on diversity and inclusion through supporting activities in the Reconciliation Action Plan (RAP) and the Disability Inclusion Action Plan (DIAP), including cultural competency training and disability confidence training.

MoAD is committed to developing, reviewing and maintaining its policies to ensure alignment with relevant Australian Public Service Commission requirements, legislation, whole-of-government frameworks, and other relevant government policies and directives.

MoAD is committed to supporting the APS Reform Agenda through its policies and processes to ensure they promote capability, stewardship, collaboration and outcomes for the Australian community that are delivered with integrity, transparency, accountability and excellence.

## Strategic Commissioning Framework

MoAD operates in line with the APS Strategic Commissioning Framework. Core work is undertaken in-house and outsourcing of core work aligns with the limited circumstances permitted under the framework.



# Technology

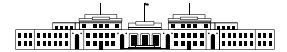
Technology plays an important role in enabling MoAD to enhance audience access to a wide range of content and programs. MoAD will continue to explore how it can adopt technologies that improve user experiences, particularly in relation to accessibility. MoAD monitors and assesses its responsible use of emerging technologies including artificial intelligence.

MoAD will continue to deliver digital engagement content to reach audiences across Australia, sharing content relating to our democratic history and supporting ongoing participation in democracy.

Cyber security continues to be a priority. MoAD strives to improve its cyber security and to address risks by enhancing requirements for the security of technology, in line with the Australian Government's broader direction.

MoAD continues to improve its monitoring of geopolitical events and related malicious activities to minimise any potential impact on our programs and systems. Timely monitoring and communications, effective training and security, and resilient incident and recovery procedures ensure that MoAD can effectively respond to and recover from disruptions to its services.

MoAD seeks to continually improve security and maintain a strong focus on protecting valuable public and organisational data by consolidating legacy and microsites and centralising platforms.



# Risk and management

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

The Risk Management Framework and Policy provides the basis for:

- confident and rigorous decision-making, planning, budgeting and reporting
- proactive incident management and risk mitigation practices
- clear understanding by all staff of their roles, responsibilities and authorities for managing risk
- continuous improvement of the risk management culture through enhanced communication, planning and reporting.

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

- risk appetite and tolerance levels, which have been incorporated into the Risk Assessment Matrix
- an enterprise risk register that is maintained, and which has clear approval, monitoring and reporting processes, considered and endorsed by the Audit, Finance and Risk Committee, before being reported to the Board of Old Parliament House
- an effective risk management culture that is embedded in Old Parliament House's daily operations, with all staff understanding the business risks in their area and actively managing those risks day to day.



| Risk area                                                                          | Identified risks                                                                                                                                                                                                                                                                                                                                                                          | Key mitigation and controls                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
|------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Health and safety</b>                                                           | <p>Failure to provide for the health and safety of all staff, volunteers, visitors and tenants</p> <p>Failure to manage health and safety hazards presented by our unique operating environment in a heritage building</p> <p>Failure to ensure construction suppliers and other contractors have adequate safety systems in place and that they are regularly monitored and reported</p> | <p>MoAD has established committees, policies, guidelines and training to manage risk in relation to health and safety including:</p> <ul style="list-style-type: none"> <li>• committees, policies and procedures in place for safe work practices</li> <li>• mandatory training</li> <li>• health and wellbeing initiatives</li> <li>• cultural safety</li> <li>• psychosocial safety and mental health first aid</li> <li>• regular independent reviews of key areas and the building environment</li> <li>• monitoring of staff hours and wellbeing</li> <li>• contractor inductions and contractual requirements regarding WHS systems.</li> </ul>                                                                                                                                                                                                                                                                                            |
| <b>Preservation and maintenance of the historical building and its collections</b> | <p>Failure to manage and maintain the heritage building, its exhibitions and other infrastructure</p> <p>Loss of, or damage to, the heritage values, building and/or collections and reputational damage</p>                                                                                                                                                                              | <p>MoAD manages risks to heritage-listed Old Parliament House and collections through management plans, programs, services and oversight committees, including the:</p> <ul style="list-style-type: none"> <li>• Old Parliament House and Curtilage Heritage Management Plan (A legislative instrument under the EPBC Act)</li> <li>• Life Cycle Cost Plan</li> <li>• Business Continuity Plan</li> <li>• Contingency Planning Framework</li> <li>• Critical Incident Management Plan</li> <li>• Disaster Management Plan</li> <li>• maintenance and cleaning contracts in place</li> <li>• building management systems</li> <li>• fire-prevention systems</li> <li>• regular governance committees</li> <li>• mandatory heritage staff, contractor and tenant inductions</li> <li>• Heritage Strategy</li> <li>• policies and procedures in place for actions with heritage implications</li> <li>• Collection Management Procedures.</li> </ul> |

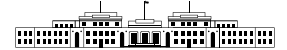




| Risk area                            | Identified risks                                                                                                                                                                                                                                                                                                                                                                                                                                         | Key mitigation and controls                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
|--------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Physical and cyber security</b>   | <p>Failure to provide a physically safe space for all staff, volunteers, visitors and tenants</p> <p>Failure to provide robust and secure technology</p>                                                                                                                                                                                                                                                                                                 | <p>MoAD manages risks to physical and cyber security through:</p> <ul style="list-style-type: none"> <li>• 24-hour security services (both internally and through an external Security Operations Centre)</li> <li>• liaison with the Australian Federal Police and other intelligence services</li> <li>• business continuity planning, user access restrictions and staff training to mitigate threat scenarios</li> <li>• internal capacity and engagement of cyber-security specialists as required</li> <li>• long-term technology planning and upgrades to phase-out legacy systems and harden network boundaries.</li> <li>• maximising security controls and ability to protect and recover from cyber-security incidents quickly</li> <li>• compliance with Australian Cyber Security Centre requirements.</li> </ul> |
| <b>Staff capability and capacity</b> | <p>Failure to attract and retain skilled and diverse staff and volunteers</p>                                                                                                                                                                                                                                                                                                                                                                            | <p>MoAD manages staff capability and capacity through:</p> <ul style="list-style-type: none"> <li>• policies and procedures in place for HR recruitment and development</li> <li>• active use of APS Employee Census results</li> <li>• opportunities for secondments within the APS</li> <li>• providing training opportunities</li> <li>• aligning workforce skills with organisational needs to enhance overall capability</li> <li>• succession planning.</li> </ul>                                                                                                                                                                                                                                                                                                                                                       |
| <b>Financial sustainability</b>      | <p>Failure to fulfil Old Parliament House's legislated purpose because of insufficient financial budget and workforce resources to meet operational requirements</p> <p>Failure to care for the heritage building and its collections, invest in enabling systems, resilience to cyber threats and the ability to attract and retain skilled staff</p> <p>Failure to maintain and grow Old Parliament House's own source revenue generation capacity</p> | <p>MoAD manages risks to financial sustainability through:</p> <ul style="list-style-type: none"> <li>• ongoing engagement with government on the financial position of Old Parliament House</li> <li>• participation in biannual NCI sustainability funding review to assess ongoing sustainability measures</li> <li>• maximising tenancies at Old Parliament House</li> <li>• sourcing philanthropy and sponsorship</li> <li>• increasing student visitor numbers</li> <li>• enhancing the onsite and online retail experience</li> <li>• sourcing new revenue streams.</li> </ul>                                                                                                                                                                                                                                          |



| Risk area                                  | Identified risks                                                                                                                                                                                              | Key mitigation and controls                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
|--------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Governance and management framework</b> | Failure to maintain a robust governance system and culture and appropriate management systems and practices                                                                                                   | <p>MoAD maintains strong governance and management systems across its operations through its:</p> <ul style="list-style-type: none"> <li>• Audit, Finance and Risk Committee</li> <li>• internal audit reviews and recommendations register</li> <li>• end of financial year audit</li> <li>• Risk Management Framework</li> <li>• Risk Register</li> <li>• dedicated governance function</li> <li>• senior management committee</li> <li>• specialist committees, including heritage, collection acquisitions, projects, ICT and Forward Planning</li> <li>• Project Steering Committee</li> <li>• regular review and update of governance policies to align with organisational goals and best practice</li> <li>• delegations in place that are regularly reviewed</li> <li>• records management policies, procedures and record-keeping systems</li> <li>• Heritage Management Plan</li> <li>• Digital Asset Management System (DAMS)</li> <li>• Intellectual Property Register</li> <li>• Customer Relationship Management (CRM) system</li> <li>• Disability Inclusion Action Plan (DIAP)</li> <li>• Reconciliation Action Plan (RAP).</li> </ul> |
| <b>Audience engagement and experience</b>  | <p>Failure to attract, engage and grow audience and visitor numbers (onsite and online)</p> <p>Audience visitor numbers may also be impacted by external factors, including global and fiscal environment</p> | <p>MoAD supports enhanced opportunities for audience engagement and experience through its:</p> <ul style="list-style-type: none"> <li>• audience research activities</li> <li>• national outreach programs</li> <li>• alignment with national curriculum</li> <li>• Parliament and Civic Education Rebate (PACER) and National Capital Educational Tourism Project (NCETP) requirements and learning principles</li> <li>• suite of onsite exhibitions and public programming</li> <li>• evaluation of activities for continuous improvement</li> <li>• marketing and communication plans</li> <li>• digital engagement plans</li> <li>• ongoing monitoring of visitor number trends and external conditions to inform timely operational and marketing responses.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                          |



## Collaboration and partnerships

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

MoAD will extend its partnerships with stakeholders, including government sectors, educational and research bodies, tourism industry, not-for-profit organisations, and the arts and cultural sector. It will also seek to engage stakeholders to help share the story of Australia's democracy with interested parties and supporters.



# Performance overview

## Portfolio Budget Statements

### Outcome 1

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

### Program 1.1

#### Old Parliament House

The Museum of Australian Democracy at Old Parliament House is dedicated to the protection, conservation and interpretation of the nationally significant, heritage-listed building. Through collections, exhibitions programs and content, MoAD enables the public to develop an understanding of Australia's democracy and be inspired to participate as engaged citizens.

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

- Continue our national leadership role in the protection, conservation and interpretation of the nationally significant heritage building OPH and its collections
- Develop innovative and informative exhibitions, education content and programs that enable audiences to understand and participate as engaged citizens in Australia's democracy
- Extend MoAD's partnerships, outreach and engagement with audiences and stakeholders.

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



# Strategic priorities



## Strategic priority 01

# Showcasing Old Parliament House

### Key activity

Continue our national leadership role in the protection, conservation and interpretation of this nationally significant and cherished heritage building, Old Parliament House, and its collections.

#### This involves:

- delivering major capital projects in accordance with relevant Australian Standards and National Construction Code, the *Environment Protection and Biodiversity Conservation Act 1999* (EPBC Act) and the Heritage Management Plan (HMP) to ensure the conservation of the heritage values and the ongoing sustainable use of Old Parliament House
- expanding historical interpretation spaces to enhance the visitor experience and understanding of key heritage areas, telling the story of the Provisional Parliament House's functions, roles and events during its lifetime (1927–88)
- developing the collection to enable audiences to explore the story of Australia's democracy and the history of the building
- delivering a program to mark the centenary of Old Parliament House in 2027.

### Intended result

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

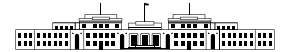
#### It will:

- protect, conserve and enable access to Old Parliament House for generations to come
- continue our national leadership role in heritage management practices
- develop the collections to enable us to tell the story of Australia's democracy more effectively and in greater depth
- provide historic interpretative displays that enable audiences to understand how Australia's national parliament was designed and functioned, and to learn about the people who played key roles in its history
- mark the Centenary of Old Parliament House in 2027.



Strategic priority 01

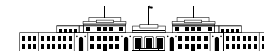
| Activity                                                                                                                                                                                                                                                                                                                                             | Measure                                                                                                                                                                                               |                                                                                                                                     |                                                                                                                                     |                                                                                                                                     | Source and methodology                                                                                                              | NCP pillar                                                                          |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------|
|                                                                                                                                                                                                                                                                                                                                                      | 2026-27                                                                                                                                                                                               | 2027-28                                                                                                                             | 2028-29                                                                                                                             | 2029-30                                                                                                                             |                                                                                                                                     |                                                                                     |
| Deliver major capital projects in accordance with relevant Australian Standards and National Construction Code, the <i>Environment Protection and Biodiversity Conservation Act 1999</i> (EPBC Act) and the Heritage Management Plan (HMP) to ensure the conservation of the heritage values and the ongoing sustainable use of Old Parliament House | Complete major capital infrastructure base building works as outlined in the Life Cycle Cost Plan, including the North-east Precinct, Education Workshop, Gallery 5 and the Heritage Kitchen projects | Continue major capital infrastructure works as funding allows based on criticality and risk as outlined in the Life Cycle Cost Plan | Continue major capital infrastructure works as funding allows based on criticality and risk as outlined in the Life Cycle Cost Plan | Continue major capital infrastructure works as funding allows based on criticality and risk as outlined in the Life Cycle Cost Plan | Quantitative data from the 2026 Life Cycle Cost Plan (LCCP)<br>Project closure reports<br>Condition of values assessment            |  |
| Expand historical interpretation spaces to enhance the visitor experience and understanding of key heritage areas, telling the story of its functions, roles and events during the life of Provisional Parliament House (1927-88)                                                                                                                    | Complete the Main Kitchen exhibition project<br>Complete the Building History exhibition project<br>Complete Heritage Management Plan review                                                          | Continue scheduled exhibition and interpretation projects based on criticality and risk as outlined in the Life Cycle Cost Plan     | Continue scheduled exhibition and interpretation projects based on criticality and risk as outlined in the Life Cycle Cost Plan     | Continue scheduled exhibition and interpretation projects based on criticality and risk as outlined in the Life Cycle Cost Plan     | Qualitative and quantitative data<br>Project closure reports Case studies<br>Condition of values assessment (completed five-yearly) |  |



Strategic priority 01

| Measure                                                                                                                  |                                                |                                                                                 |                                                                                 |                                                                                 |                                                         |            |
|--------------------------------------------------------------------------------------------------------------------------|------------------------------------------------|---------------------------------------------------------------------------------|---------------------------------------------------------------------------------|---------------------------------------------------------------------------------|---------------------------------------------------------|------------|
| Activity                                                                                                                 | 2026-27                                        | 2027-28                                                                         | 2028-29                                                                         | 2029-30                                                                         | Source and methodology                                  | NCP pillar |
| Develop the collection to enable audiences to explore the story of Australia's democracy and the history of the building | Complete Collections Development Policy review | Continue collection acquisitions in line with the Collection Development Policy | Continue collection acquisitions in line with the Collection Development Policy | Continue collection acquisitions in line with the Collection Development Policy | Qualitative and quantitative collection management data | 2          |
| Develop a program to mark the Centenary of Old Parliament House in 2027                                                  | Mark Centenary of Old Parliament House         | Complete Centenary of Old Parliament House program                              |                                                                                 |                                                                                 | Quantitative data and internal governance reporting     | 1 2 3 4 5  |





## Strategic priority 02

# Fostering a museum for the people

### Key activity

Achieve excellence through the delivery of services, exhibitions, programs and experiences that foster and promote accessibility, inclusivity and engagement with the Australian community.

Establish a sustainable and adaptive operational framework, including streamlined processes, technological systems and strategic collaborations for the long term.

### This involves:

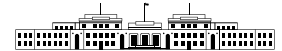
- creating a welcoming and inclusive space for all visitors onsite, online and through outreach programs
- increasing MoAD content and programming that fosters an understanding of Aboriginal and Torres Strait Islander peoples and cultures
- reducing MoAD's environmental footprint
- investing in information management systems to manage risk, improve efficiencies and enhance audience experiences
- increasing cyber-resilience capability
- expanding commercial streams to supplement government funding
- supporting a strong organisational culture within MoAD.

### Intended result

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

### It will:

- create a welcoming and accessible museum for the Australian community and enable audiences to engage with our programs and services
- continue to foster our strong organisational culture, through our commitment to integrity, support, inclusivity and respect for all
- operate efficiently and effectively to manage resources, risks and compliance obligations
- ensure a financially sustainable future by expanding revenue streams
- support an environmentally sustainable future through our commitment to reducing our operational impact on the environment.



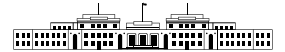
Strategic priority 02

| Measure                                                                                                              |                                                                                           |                                                                          |                                                                          |                                                                          |                                                                                              |            |
|----------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------|--------------------------------------------------------------------------|--------------------------------------------------------------------------|--------------------------------------------------------------------------|----------------------------------------------------------------------------------------------|------------|
| Activity                                                                                                             | 2026-27                                                                                   | 2027-28                                                                  | 2028-29                                                                  | 2029-30                                                                  | Source and methodology                                                                       | NCP pillar |
| Create a welcoming and inclusive space for all visitors onsite, online and through outreach programs                 | Complete North-east Precinct, Education Workshop, Gallery 5 and Heritage Kitchen projects |                                                                          |                                                                          |                                                                          | Quantitative data for annual visitation numbers<br>Qualitative data based on visitor surveys | 1 2 5      |
|                                                                                                                      | Continue deliverables identified in the Disability and Inclusion Action Plan (DIAP)       | Continue outputs identified in the DIAP                                  | Continue outputs identified in the DIAP                                  | Continue outputs identified in the DIAP                                  | Visitor surveys and feedback                                                                 |            |
| Increase content and understanding of Aboriginal and Torres Strait Islander peoples and culture in MoAD's activities | Continue deliverables identified in the Reconciliation Action Plan (RAP)                  | Continue deliverables identified in the Reconciliation Action Plan (RAP) | Continue deliverables identified in the Reconciliation Action Plan (RAP) | Continue deliverables identified in the Reconciliation Action Plan (RAP) | Quantitative data<br>Internal governance reporting against identified outputs                | 1 4        |
| Reduce MoAD's environmental footprint                                                                                | Establish the Environmental Sustainability Action Plan (ESAP)                             | Deliver funded outputs identified in the ESAP                            | Continue outputs identified in the ESAP                                  | Continue outputs identified in the ESAP                                  | Internal governance reporting of delivery against identified outputs                         | 4          |



## Strategic priority 02

| Measure                                     |                                                                                                                                                                               |                                                                                                                   |                                                                                                                   |                                                                                                                   |                                                                                  |            |
|---------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------|------------|
| Activity                                    | 2026-27                                                                                                                                                                       | 2027-28                                                                                                           | 2028-29                                                                                                           | 2029-30                                                                                                           | Source and methodology                                                           | NCP pillar |
| <b>Increase cyber-resilience capability</b> | Deliver the cyber security program in alignment with the Protective Security Policy Framework (PSPF), relevant Australian Signals Directorate (ASD) frameworks and directives | Continue cyber-security program in alignment with PSPF, relevant ASD frameworks and directives                    | Continue cyber-security program in alignment with PSPF, relevant ASD frameworks and directives                    | Continue cyber-security program in alignment with PSPF, relevant ASD frameworks and directives                    | Quantitative data<br>Visitor numbers for digital access to programs and services | 4          |
| <b>Support Own Source Revenue</b>           | Continue strengthening own source revenue through retail services, commissionable products and commercial revenue                                                             | Continue strengthening own source revenue through retail services, commissionable products and commercial revenue | Continue strengthening own source revenue through retail services, commissionable products and commercial revenue | Continue strengthening own source revenue through retail services, commissionable products and commercial revenue | Quantitative data and financial reports                                          | 4          |
| <b>Support a strong culture within MoAD</b> | Continue strengthening staff culture through proactive, two-way engagement                                                                                                    | Continue strengthening staff culture through proactive, two-way engagement                                        | Continue strengthening staff culture through proactive, two-way engagement                                        | Continue strengthening staff culture through proactive, two-way engagement                                        | Staff surveys<br>Staff retention                                                 | 4          |



## Strategic priority 03

# Sharing the story of Australian democracy

### Key activity

Build partnerships with government bodies, research institutions and private enterprise in order to extend MoAD's reach and engagement with audiences and stakeholders.

#### This involves:

- delivering temporary, permanent and touring exhibitions, which build civic and social understanding of Australia's social, political and democratic history
- continue our corporate partnership program to support the work of MoAD.

### Intended result

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

#### It will:

- create innovative exhibitions and content which build understanding about Australia's social and political history
- engage and grow audiences with storytelling approaches that are creative, unique, accessible and robust
- expand our engagement with existing audiences, and build connections with new audiences that reflect the diversity of Australia
- increase national reach, through touring exhibitions and digital engagement enabling all Australians to connect with Old Parliament House and the Museum of Australian Democracy
- grow partnerships with supporters to enhance and expand the impact of our work.



Strategic priority 03

| Strategic priority 03                                                                                                                                    | Measure                                                                                                                             |                                                                                                                           |                                                                                                                           |                                                                                                                           |                                                  |                                                                         |
|----------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------|-------------------------------------------------------------------------|
| Activity                                                                                                                                                 | 2026-27                                                                                                                             | 2027-28                                                                                                                   | 2028-29                                                                                                                   | 2029-30                                                                                                                   | Source and methodology                           | NCP pillar                                                              |
| Deliver temporary, permanent and touring exhibitions, which build civic and social understanding of Australia's social, political and democratic history | Complete annual <i>Behind the Lines</i> exhibition<br><br>Continue development of exhibition on First Nations Peoples and democracy | Complete annual <i>Behind the Lines</i> exhibition<br><br>Complete exhibition on First Nations Peoples and democracy      | Complete annual <i>Behind the Lines</i> exhibition                                                                        | Complete annual <i>Behind the Lines</i> exhibition                                                                        | Quantitative and qualitative data                | <div><div>1</div><div>2</div><div>3</div><div>4</div><div>5</div></div> |
|                                                                                                                                                          | Total number of touring exhibitions                                                                                                 | Total number of touring exhibitions                                                                                       | Total number of touring exhibitions                                                                                       | Total number of touring exhibitions                                                                                       |                                                  |                                                                         |
|                                                                                                                                                          | Total number of visitors to <i>PlayUP</i> exhibition program and activities for 0–5 age range to increase family audience           | Total number of visitors to <i>PlayUP</i> exhibition program and activities for 0–5 age range to increase family audience | Total number of visitors to <i>PlayUP</i> exhibition program and activities for 0–5 age range to increase family audience | Total number of visitors to <i>PlayUP</i> exhibition program and activities for 0–5 age range to increase family audience |                                                  |                                                                         |
| Continue our corporate partnership program to support the impact of the work of MoAD                                                                     | Continue partnership program                                                                                                        | Continue partnership program                                                                                              | Continue partnership program                                                                                              | Continue partnership program                                                                                              | Quantitative data<br>Financial management system | <div><div>4</div><div>5</div></div>                                     |



## Strategic priority 04

# Inspiring all to help shape Australia's future

### Key activity

Develop innovative and informative education and public programs that enable audiences to understand and participate as engaged citizens in Australia's democracy.

#### This involves:

- developing innovative and informative exhibitions (onsite and touring) that engage audiences
- creating programs and content which enable audiences to deepen their understanding of concepts of democracy and support community engagement
- providing rich and rewarding experiences for school students as part of the Parliamentary and Civics Education Rebate program
- continuing to expand its digital and outreach programs nationally.

### Intended result

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

#### It will:

- be a trustworthy source of authentic, factual and balanced information about Australia's democratic systems
- continue to host public programs and events to enable community engagement and discussion on key issues of democracy
- create programs and content which enable audiences to explore concepts of democracy, and deepen their confidence to participate in Australia's future
- increase learning engagement and programs which enable young Australians to understand how they can participate in Australia's democracy.



#### Strategic priority 04

| Measure                                                                                                                                                             |                                                                                                                                      |                                                                                                                                      |                                                                                                                                      |                                                                                                                                      |                                                                                                        |            |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------|------------|
| Activity                                                                                                                                                            | 2026-27                                                                                                                              | 2027-28                                                                                                                              | 2028-29                                                                                                                              | 2029-30                                                                                                                              | Source and methodology                                                                                 | NCP pillar |
| Develop innovative and informative exhibitions (onsite and touring) that enable audiences to understand and participate as engaged citizens in democracy            | 290,000 onsite visitors<br>50,000 visitors to touring and offsite exhibitions                                                        | 300,000 onsite visitors<br>55,000 visitors to touring and offsite exhibitions                                                        | 305,000 onsite visitors<br>60,000 visitors to touring and offsite exhibitions                                                        | 310,000 onsite visitors<br>65,000 visitors to touring and offsite exhibitions                                                        | Quantitative data for annual visitation numbers<br>Qualitative data analysis of survey results         |            |
|                                                                                                                                                                     | 95% visitor satisfaction                                                                                                             | 95% visitor satisfaction                                                                                                             | 95% visitor satisfaction                                                                                                             | 95% visitor satisfaction                                                                                                             |                                                                                                        |            |
| Create programs and content which enable audiences to explore concepts of democracy and deepen their community engagement and discussion on key issues of democracy | 53,000 participants in public programs<br>195,000 social media engagements<br>4,600,000 social media reach (measured as impressions) | 55,000 participants in public programs<br>210,000 social media engagements<br>5,100,000 social media reach (measured as impressions) | 57,000 participants in public programs<br>230,000 social media engagements<br>5,600,000 social media reach (measured as impressions) | 59,000 participants in public programs<br>250,000 social media engagements<br>6,100,000 social media reach (measured as impressions) | Quantitative data for annual visitation numbers<br>Quantitative data for annual public program numbers |            |
|                                                                                                                                                                     | 1,200,000 website visits (measured as page views)                                                                                    | 1,300,000 website visits (measured as page views)                                                                                    | 1,400,000 website visits (measured as page views)                                                                                    | 1,500,000 website visits (measured as page views)                                                                                    |                                                                                                        |            |



Strategic priority 04

| Measure                                                                                                                     |                                                                                                                                         |                                                                                                                                         |                                                                                                                                         |                                                                                                                                         |                                                                                                                                      |                                                                                     |
|-----------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------|
| Activity                                                                                                                    | 2026-27                                                                                                                                 | 2027-28                                                                                                                                 | 2028-29                                                                                                                                 | 2029-30                                                                                                                                 | Source and methodology                                                                                                               | NCP pillar                                                                          |
| Provide rich and rewarding experiences for school students as part of the Parliamentary and Civics Education Rebate program | 90,000 onsite and offsite students and teachers<br>320,000 students and teachers participating in virtual programs and online resources | 90,000 onsite and offsite students and teachers<br>325,000 students and teachers participating in virtual programs and online resources | 90,000 onsite and offsite students and teachers<br>330,000 students and teachers participating in virtual programs and online resources | 95,000 onsite and offsite students and teachers<br>335,000 students and teachers participating in virtual programs and online resources | Quantitative data<br>Number of students and teachers who participate onsite and in person in outreach programs<br>Booking system     |  |
| Continue to expand its digital and outreach programs to students around the country                                         | 95% of teachers reporting relevance to the curriculum<br>95% of teachers reporting overall satisfaction of learning programs            | 95% of teachers reporting relevance to the curriculum<br>95% of teachers reporting overall satisfaction of learning programs            | 95% of teachers reporting relevance to the curriculum<br>95% of teachers reporting overall satisfaction of learning programs            | 95% of teachers reporting relevance to the curriculum<br>95% of teachers reporting overall satisfaction of learning programs            | Quantitative and qualitative data<br>Data analysis of survey results, including total number of learning surveys (onsite and online) |  |



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