MUSEUM OF AUSTRALIAN DEMOCRACY

OLD PARLIAMENT HOUSE

Annual Report 2025–26



Acknowledgement of Country

The Museum of Australian Democracy Old Parliament House acknowledges Australia's First Nations people 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: Democracy in a Box launch, Hermit Park State School, Townsville, credit: Josephine Carter Photography

Letter of transmittal

8 October 2026

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 *2025–26 Annual Report for the Museum of Australian Democracy at Old Parliament House*.

As the accountable authority, the Board is responsible for preparing and providing an annual report, in accordance with section 46 of the *Public Governance, Performance and Accountability Act 2013*. The report was approved by the Board on 8 October 2026.

I commend the governance provided by the Board and by the Audit, Finance and Risk Committee, and the continued work of the dedicated staff of the Museum of Australian Democracy (MoAD).

MoAD continues to play a pivotal role in engaging and educating the community on the value and history of Australia's unique democracy. Over the 2025–26 financial year, MoAD continued to expand the programs offered, enabling visitors to understand how democracy works and the value of civic engagement, and encouraging them to participate.

I would like to thank and farewell Gai Brodtmann, who has made valuable contributions to our governance and oversight since her initial appointment in 2020. Prior to joining the Board, Ms Brodtmann served as the MP for Canberra from 2010 to 2019.

As Chair, I will continue to focus on increasing engagement with and connection to MoAD at OPH, not just in Canberra but across Australia, as we mark the centenary in 2027 of the opening of the building.

Yours faithfully,



Barrie Cassidy
Old Parliament House Board Chair

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About MoAD

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, the building and its collections constitute a significant national heritage site that must be conserved for future generations.



Old Parliament House from the Senate Rose Garden, credit: Lean Timms

Purpose

Our purpose is to:

- **protect, conserve and interpret** the national icon that is OPH to highlight the crucial role the building and its collections have played in shaping today's Australia
- **share the story of Australia's democracy** through exhibitions, programs, publications and website content to increase understanding of the nation's social and political history
- **enable audiences to actively explore how Australia's democratic systems work** and to be inspired and equipped to participate as engaged citizens in our democracy.

Our strategic priorities are:

- **Showcasing Old Parliament House**, through its collections and historical interpretation, enabling visitors to understand the importance it played in shaping Australia today.
- **Fostering a museum for the people**, by delivering organisational excellence in serving the Australian community.
- **Sharing the story of Australian democracy**, its social and political history and exploring how this heritage has shaped Australia's unique democracy.
- **Inspiring Australians to participate in their democracy**, by developing innovative and informative content.

The priorities support the National Cultural Policy (NCP): *Revive: a place for every story, a story for every place*. MoAD continues to align its programs and activities with the NCP.

The NCP recognises the value of the arts and cultural sectors and supports these industries across the Australian community.

MoAD has embedded the five pillars of the NCP in the activities listed in the MoAD 2025–26 Corporate Plan and has reported against them in its annual performance statements.

Our values

Table 1: MoAD values

We value	We demonstrate
Lifelong learning and discovery	Developing engaging, thought-provoking exhibitions, public programs, digital content and events for all age groups, with an emphasis on intergenerational learning. We provide audiences with a robust knowledge base, together with a sense of wonder, agency and curiosity, inspiring them to become active participants in their democracy.
Inclusivity and accessibility	Involving everyone and being of service to the diverse communities that make up Australian society. 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 the implementation of best practice strategies and continuous improvement in regard to heritage management, digital content and storytelling, and innovative program design. MoAD is committed to partnering with Australia's education specialists, innovators, philanthropists and supporters, and to finding 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 and creates an environment for audiences to consider a comprehensive range of ideas in a respectful and courteous manner.
Integrity and accountability	Acting with integrity and transparency in everything we do as an organisation and in all our interactions with communities. MoAD demonstrates through its work the values of being impartial, respectful, accountable, ethical and committed to serving the public.

Clockwise from top left: Democracy in a Box, Government House, credit: Government House photographer; Democracy in a Box launch, Townsville, credit: Josephine Carter Photography







Director's report

This year the Museum of Australian Democracy (MoAD) continued to engage audiences across the country by sharing the stories of Australia's democracy that have shaped the nation. MoAD continued its work on preserving and interpreting the heritage-listed Old Parliament House (OPH) and its collections through major capital works, innovative exhibitions and public programs.

Work also progressed on key initiatives, including the establishment of a First Nations Advisory Committee, and preparations for the building's centenary in 2027.

In June 2026, MoAD partnered with the St Vincent de Paul Society Canberra/Goulburn to host the successful 2026 Vinnies CEO Sleepout. More than 120 leaders from business, the community and government across the ACT spent a night sleeping in the House of Representatives and Senate courtyards to raise awareness of the impacts of homelessness and raise funds for crisis accommodation, food relief and outreach services.

MoAD continues to align its programs and activities with the Australian Government's National Cultural Policy, *Revive: a place for every story, a story for every place*. *Revive* recognises the value of the arts and cultural sectors and is a framework for further development of the sectors.

Democracy in a Box

The Democracy in a Box program was piloted in the Northern Territory and Queensland, reaching 50 regional and remote schools. Generously supported through a major philanthropic gift from Tim Fairfax AC and Gina Fairfax AC, MoAD developed and delivered curriculum-aligned civics and citizenship resources and learning experiences for schools unable to visit OPH. Through resource kits, live digital excursions and school incursions, the program engaged more than 1,360 students and 90 teachers.

Building on the success of the pilot, MoAD is seeking additional support through a range of funding opportunities, including the Centenary Fundraising Campaign, to expand the program nationally.

50th anniversary of the dismissal of the Whitlam Government and election of the Fraser Government

MoAD marked the 50th anniversary of the dismissal of the Whitlam Government and election of the Fraser Government (the Dismissal) through a series of panel events, digital content and a temporary exhibition that examined the historic events of 11 November 1975 and their ongoing impact on Australian democracy.

The exhibition featured archival documents and personal artefacts, including letters from both Gough Whitlam and Malcolm Fraser. MoAD also produced social media content, photo essays, and videos to engage a broad audience.

The Press Gallery

In March 2026, MoAD opened *The Press Gallery*, a major new exhibition telling the story of the journalists, photographers, camera operators and sound recordists who worked in the Federal Parliamentary Press Gallery between 1927 and 1988. Located in the original House of Representatives Press Gallery spaces, the exhibition combines historic objects, oral histories and recreated workspaces to examine the evolving relationship between the media, Parliament and the Australian public.

Touring exhibitions

MoAD continued to expand access to its programs through a national touring exhibition program. During 2025–26, *Behind the Lines* and *Changemakers* travelled to communities across Queensland, Victoria, South Australia, Tasmania and New South Wales, attracting more than 74,000 visitors. The program enabled audiences across Australia to engage with stories of democracy, political participation and civic life. The team also expanded media literacy education linked to *Behind the Lines*, through onsite programs across eight schools in northern Tasmania and Melbourne. The programs reached 510 students and 40 teachers across eight school communities.

Enlighten

During the Enlighten Festival 2026, local, national and international visitors explored *The Department of Memories*, a fictional government agency dedicated to collecting and cataloguing their memories. Visitors were invited to reflect on how shared memory builds strength in democracy, through immersive experiences including a growing art installation in King's Hall.

The façade of OPH was illuminated with artwork by Sam Wallman. Inside, visitors could enjoy Canberra-based artist Tom Buckland's immersive *Office of Words to Warbles* installation. Over four nights, audiences contributed to a growing installation of stories and memories in King's Hall and participated in creative experiences that encouraged reflection on the connections between memory, belonging and democratic life. The program was well received and attracted strong participation from new and returning visitors.

Democracy: Are You In?

The *Democracy: Are You In?* exhibition, first opened in 2018, was refreshed in November 2025 focusing on Australian community and the importance of civic engagement. The exhibition encourages visitors to consider the role of everyday actions in sustaining democracy. It highlights how grassroots participation can drive legislative change and identifies ways the public can get involved.

Learning

MoAD continued to play a leading role in civics and citizenship education through its involvement in the Parliament and Civics Education Rebate (PACER) scheme, which supports students from across Australia to participate in high-quality civics and citizenship education experiences in Canberra.

In 2025–26, 88,292 students and teachers participated in facilitated onsite learning experiences at MoAD, while more than 500,000 students and teachers engaged with MoAD through onsite programs, virtual learning opportunities, digital resources and national outreach initiatives. These outcomes represent record engagement and demonstrate the growing reach of MoAD's learning programs.

Partnerships

Donations from MoAD's supporters continued to strengthen education programs, enhance visitor spaces and preserve the national collection.

Appointments

Mr Barrie Cassidy was reappointed Chair for a further term commencing on 30 May 2026. He has extensive experience in political journalism, including as host of the ABC's *Insiders* television program from 2001 to 2019. I would also like to thank and acknowledge Ms Gai Brodtmann for her support and time as OPH Board member for the past six years as well as her service on the Audit, Finance and Risk Committee.

I extend my thanks to all those who have supported MoAD throughout the year. I thank the OPH Board, the Audit, Finance and Risk Committee, the First Nations Advisory Committee, volunteers, supporters and staff for their guidance, dedication and support. Their passion, hard work, and unwavering support have been central in sharing the story of Australia's democracy.



Stephanie Bull
Director

Our organisation

The Museum of Australian Democracy (MoAD) sits within the Arts portfolio. MoAD's Minister is the Minister for the Arts, the Hon Tony Burke MP, who is also the:

- Minister for Home Affairs
- Minister for Cyber Security
- Minister for Immigration and Citizenship
- Leader of the House.

Functions

Old Parliament House (OPH) was established as a corporate Commonwealth entity under the Public Governance, Performance and Accountability (Establishing Old Parliament House) Rule 2016.

Its functions are to:

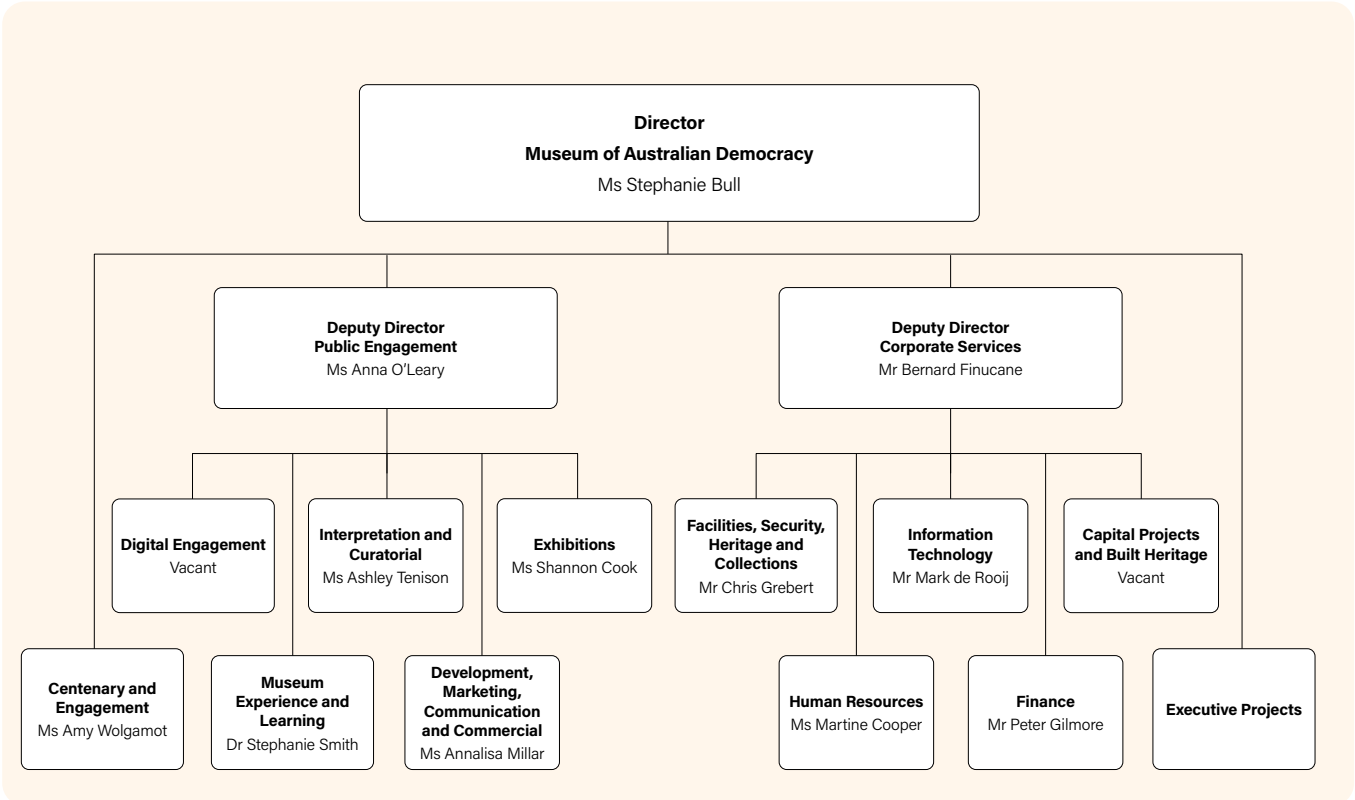
- conserve, develop and present the OPH building and collections
- provide public programs and research activities related to Australia's social and parliamentary history
- provide a range of other services for visitors to OPH
- undertake other relevant tasks as the Minister responsible for OPH may require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

Organisational structure

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

MoAD OPH had no subsidiaries in 2025–26.

Figure 1: Organisation structure at 30 June 2026



The OPH Board

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

Board functions

The Board's functions are to decide on MoAD's 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
- providing input and advice on 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 members are also inducted into the information technology (IT) systems of MoAD, ensuring they can participate fully and remotely where necessary.

Board membership

The Board consists of a Chair, a Deputy Chair, MoAD's Director and up to five other members, as established under section 18 of the Public Governance, Performance and Accountability (Establishing Old Parliament House) Rule 2016.

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 2025–26, the Board had seven members. The Board met five times in 2025–26.

Table 2 sets out each Board member's attendance during the year and the number of terms they have served.

Mr Barrie Cassidy (Chair), Ms Stephanie Bull (Director), Hon Warren Snowdon, Ms Gai Brodtmann, Ms Sarah Davies AM, Ms Niki Savva, Ms Susan Knowles and Ms Lenda Oshalem (Deputy Chair), credit: Pew Pew Studio



Table 2: OPH Board members at 30 June 2026

Name	Position	Period of appointment	Meetings attended/ eligible to attend
Mr Barrie Cassidy	Chair	1st term: 30 May 2023 to 29 May 2026 Acting: 30 May 2026 to 20 August 2026 2nd term: 21 August 2026 to 20 August 2029	5/5
Ms Lenda Oshalem	Deputy Chair	1st term: 8 July 2021 to 7 July 2024 2nd term: 22 July 2024 to 21 July 2027	5/5
Ms Gai Brodtmann	Member	1st term: 29 May 2020 to 29 May 2023 2nd term: 28 May 2023 to 29 May 2026	5/5
Ms Sarah Davies AM	Member	1st term: 9 April 2025 to 8 April 2028	4/5
Ms Susan Knowles	Member	1st term: 8 July 2024 to 7 July 2027	5/5
Ms Niki Savva	Member	1st term: 28 March 2024 to 27 March 2027	4/5
The Hon Warren Snowdon	Member	1st term: 22 January 2025 to 21 January 2028	5/5
Ms Stephanie Bull	Member	22 February 2023 to 21 February 2028	5/5

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. He 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. His first term with the OPH Board began on 30 May 2023 and his second in May 2026.

Ms Lenda Oshalem (Deputy Chair)

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 Western Australia. 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 the WA Labor Party from 2012 to 2017.

Ms Oshalem is a Graduate of the Australian Institute of Company Directors and is Chair of Minderoo Pictures. She has also previously served as a Board member of Auspire, the Australia Day Council (WA), 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.

Ms Oshalem was appointed to the OPH Board for her first term on 8 July 2021 and to a second term on 22 July 2024. She was appointed Deputy Chair on 22 January 2025.

Ms Gai Brodtmann (outgoing member)

Ms Gai Brodtmann was first appointed to the Board on 30 May 2020 and was reappointed for a second term on 29 May 2023. She is an experienced chair, non-executive director and audit committee member and a regular presenter, panellist and podcaster on public policy, national security and women's leadership. Ms Brodtmann was the Member for Canberra from 2010 to 2019. She served as Shadow Assistant Minister for Cyber Security and Defence from 2016 to 2019 and Shadow Parliamentary Secretary for Defence from 2013 to 2016. Ms Brodtmann 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. 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 Brodtmann's second term concluded on 29 May 2026.

Ms Sarah Davies AM

Ms Sarah Davies AM has held leadership and executive positions in the charity and for-purpose sector in Australia for the last 20 years, following a wide-ranging career in executive roles in tertiary education and private sector consulting in Australia and overseas.

In 2021, Sarah joined the Alannah & Madeline Foundation as the CEO. The foundation works to make sure children can grow up safe, strong and heard—in both their online and offline worlds—free from violence, and with the support and strategies they need to thrive.

Sarah also serves on a range of boards and committees. Her current governance roles include Chair of the Australian Charities and Not-for-profits Commission Advisory Board and non-executive director of the Sisterhood Foundation.

Ms Davies's first term on the OPH Board commenced on 9 April 2025.

Ms Susan Knowles

Ms Susan Knowles was a Liberal Senator for Western Australia from 1984 to 2005. Hence, she served in OPH and the current Parliament House.

During that time, she held various positions, including Deputy Whip in the Senate, Shadow Minister, and Chair of numerous committees.

She brings this connection, experience and knowledge of Australian politics and the building to the Board. Ms Knowles also brings the experience and wisdom of several other board appointments since leaving Parliament in 2005, including some in the tourism sector.

Prior to being a Senator, Ms Knowles held senior managerial positions in the office equipment industry.

Since retiring from the Senate, Ms Knowles has served on several boards and committees. She has also been involved in the tourism industry in Western Australia as a former Board member of the Tourism Council of Western Australia and (currently) as chairman of two resorts. Most recently, she was Convenor of the Classification Review Board and she is currently a member of the Advertising Standards Community Panel.

Ms Knowles's first term on the OPH Board commenced on 8 July 2024.

Ms Niki Savva

Ms Niki Savva is an award-winning journalist, author and political commentator. Ms Savva began writing on federal politics in 1974 and has worked for *The Australian*, the *Herald Sun* and *The Age* as a correspondent and bureau chief.

She is a columnist with *The Age* and the *Sydney Morning Herald* and appears regularly on the ABC's *Insiders*. In 2016, she received a lifetime achievement award from the Melbourne Press Club 'for her outstanding coverage of Australian politics as a reporter, columnist and author.'

Ms Savva has written four books. Her first was a memoir, *So Greek: confessions of a conservative leftie*, which covered her time as a journalist and senior staffer with Treasurer Peter Costello and Prime Minister John Howard between 1998 and 2007.

Ms Savva has also written *The road to ruin*, which won the Australian Book Industry Award for Best Non-Fiction Book of the Year 2017; *Plots and prayers*, published in 2019; and *Bulldozed*, which won Political Book of the Year 2023, the Australian Book Industry Awards award for General Non-Fiction Book of the Year 2023, and the BookPeople award for Best Non-Fiction Book. Her fifth book, *Earthquake: the election that shook Australia*, was published in November 2025.

Ms Savva was appointed to the OPH Board for her first term on 28 March 2024.

The Hon Warren Snowdon

The Hon Warren Snowdon is a former MP and Minister, having served as the Member for the Northern Territory from 1987 to 1996 and from 1998 to 2001 and as the Member for Lingiari from 2001 to 2022.

Mr Snowdon was a Parliamentary Secretary in the Hawke and Keating governments and served in several ministerial positions during the Rudd and Gillard governments, including Minister for Defence Science and Personnel, Minister for Veterans' Affairs, and Minister for Indigenous Health. He was also the Minister Assisting the Prime Minister on the Centenary of Anzac.

Across his parliamentary career, when not a member of the executive, Mr Snowdon served on several parliamentary committees, including for a long time on the Joint Parliamentary Committee on Foreign Affairs, Defence and Trade.

Mr Snowdon was the last serving Member of Parliament to have been an MP while OPH was still used as the seat of the Australian Government.

Prior to his election to Australian Parliament, Mr Snowdon worked as a teacher in the Northern Territory and as a researcher at the Australian National University. During this time, Mr Snowdon was a co-author of *A certain heritage: programs for and by Aboriginal families in Australia*, with Dr HC Coombs and Dr Maria Brandl. Immediately prior to becoming a Member of Parliament, Mr Snowdon was working as a policy officer at the Central Land Council in Alice Springs.

Mr Snowdon was awarded an Honorary Doctor of Letters by Charles Darwin University in 2023 and was appointed an Adjunct Professor at University of Canberra in 2026.

Mr Snowdon is currently serving on the Council of the Australian War Memorial and the Board of Soldier On Australia, and was, until recently, serving on the Advisory Board for the Indigenous Eye Health Unit at the University of Melbourne. Mr Snowdon has had a career-long interest in Indigenous matters and the Defence Force.

Mr Snowdon's term commenced on 22 January 2025. He spends his time between Canberra and the Northern Territory.

Ms Stephanie Bull

Ms Stephanie Bull was appointed Director of MoAD in February 2023. Accordingly, Ms Bull is a member of the MoAD Board, pursuant to section 18 of the Public Governance, Performance and Accountability (Establishing Old Parliament House) Rule 2016.

Ms Bull has a BA (Hons) majoring in Australian History from the University of New South Wales and commenced her career in the Department of Defence.

Ms Bull has an extensive history in the cultural sector, including at the Australian War Memorial and the National Museum of Australia.

OPH Board sub-committees

Audit, Finance and Risk Committee

As of 30 June 2026, the Board oversees 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 four 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 the agency's Audit, Finance and Risk Committee Charter. The charter is available for download from MoAD's website at https://www.moadoph.gov.au/about/reports-policies-and-plans/reporting.

Audit, Finance and Risk Committee members must have appropriate qualifications, knowledge, skills or experience to assist the committee to perform its functions. At least one member should have accounting or related financial management experience and/or qualifications, and a comprehensive understanding of accounting and auditing standards. At least one member should have public sector experience. At least one member should also be a member of the OPH Board. The Chair of the OPH Board cannot be on the committee. During 2026, the committee comprised the following members.

Ms Robyn McClelland

Ms McClelland is a former Parliamentary Senior Executive Service officer in the Department of the House of Representatives. She has extensive experience in senior corporate roles, as a performance and financial auditor with the Australian National Audit Office, and on audit committees. She has served as chair, secretary, treasurer and committee member in many not-for-profit organisations for more than 40 years, encompassing professional, community and sporting associations. Ms McClelland's academic qualifications are M Admin Studies, BSc (Hons), Grad Dip Education and Grad Dip Public Health. She is a graduate member of the Australian Institute of Company Directors. Ms McClelland was appointed to the Audit, Finance and Risk Committee in 2017 and commenced her role as Chair on 1 September 2023. As she is not a member of the public service or a member of the OPH Board, she receives remuneration for her duties as Chair of the committee. Her fee is guided by the Remuneration Tribunal.

Ms Gai Brodtmann (outgoing member)

Ms Gai Brodtmann is a former OPH Board member and a former parliamentarian who served as the federal Member for Canberra from 2010 to 2019. Prior to entering Parliament, Ms Brodtmann was in private enterprise and before that she spent 10 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 Stephanie Cargill

Ms Stephanie Cargill has over 20 years of public sector experience, predominantly within the Department of Defence, in a variety of roles focusing on finance, commercial management and procurement. Ms Cargill was previously Director-General Financial Reporting and Policy, where she had responsibility for the financial framework of the Defence Materiel Organisation.

Ms Cargill commenced with the Department of Home Affairs as Assistant Secretary Management Accounting in May 2015. She became the Chief Financial Officer (CFO) at the department in October 2017. The Home Affairs portfolio is one of the largest in the Commonwealth, and Ms Cargill undertook a lead role in the successful development of an integrated portfolio budget submission and addressed key financial sustainability issues. After eight years in the CFO role, in November 2024, Ms Cargill moved into the role of First Assistant Secretary Procurement, Property and Contacts Division/Chief Procurement Officer within the department.

Prior to her public sector experience, Ms Cargill spent 10 years in the banking industry with the Bank of South Australia. She is a Fellow of CPA Australia and holds a Bachelor of Commerce (Accounting major) from the University of Adelaide.



First Nations Advisory Committee

In August 2025, the Board approved establishment of a First Nations Advisory Committee to provide advice and guidance on the upcoming *First Nations and Australian Democracy* exhibition, to be launched during the centenary year in 2027. The committee brings together First Nations representatives from diverse professional and cultural backgrounds across Australia to inform the development of this significant project. As at 30 June 2026, the committee comprised the following members.

Professor Brenda L Croft (Co-Chair)

Dr Brenda L Croft is from the Gurindji/Malngin/Mudburra First Nations from the Victoria River region of the Northern Territory, with Anglo-Australian/British/Chinese/German/Irish/Scottish heritage. She holds a Doctor of Philosophy and is Professor of Critical Indigenous Creative Practice and Research Knowledges in the ANU School of Art and Design. A multidisciplinary creative-led researcher, she has held senior First Nations curatorial positions at the Art Gallery of WA (1999–2001), National Gallery of Australia (2002–2009) and National Museum of Australia (2016–2017). Her previous academic roles include Senior Lecturer of Indigenous Art, Culture and Design at UniSA (2009–2012), and Senior Research Fellow, National Institute for Experimental Arts, UNSW Art + Design (2012–2016). In 2024, Brenda held the prestigious Gough Whitlam and Malcolm Fraser Visiting Chair of Australian Studies at Harvard University, USA.

Mr Benson Saulo (Co-Chair)

Mr Benson Saulo is a Wemba Wemba and Gunditjmara man of western Victoria, and New Ireland Province of Papua New Guinea. He has a professional background in finance, economic development and international relations. Benson was the first Indigenous person to be appointed an Australian Consul-General and Senior Trade and Investment Commissioner based in the US. Mr Saulo is currently the Pro Vice-Chancellor (Global Engagement) at Flinders University, and has previously served as a Managing Partner at the Indigenous-led investment fund First Australians Capital. He is currently the Chair of The Torch, a Victorian First Peoples arts organisation that works with people with lived experience of incarceration, and Board Director of Save the Children Australia, an international child rights organisation. In 2025, Mr Saulo contested the federal Seat of Macnamara for the Liberal Party of Australia.

Left: *Yours Faithfully* exhibition, credit: Lean Timms

Ms Bridget Cama

Ms Bridget Cama is a Wiradjuri and iTaukei Indigenous Fijian Australian woman and lawyer. She was born and raised in Lithgow New South Wales with cultural connections to Wellington and the Cudgegong River. Bridget currently holds the position of Legal Researcher in the Office of the Pro Vice Chancellor Society, UNSW under Professor Megan Davis AC. She is also the Co-Founder and Co-Chair of the Uluru Youth Dialogue, a collective of First Nations youth who advocate and work to support the reforms set out in the Uluru Statement from the Heart.

Mr Patrick Dodson

Mr Pat Dodson is a Yawuru man from Broome, Western Australia, and a prominent advocate for reconciliation. His career has included service as a Commissioner with the Royal Commission into Aboriginal Deaths in Custody (1988–1991), and Chair of the Council for Aboriginal Reconciliation (1991–1997). He served as a Senator for Western Australia from 2016 to 2024 and is widely recognised for his longstanding contribution to First Nations advocacy.

Mr Alec Doomadgee

Mr Alec Doomadgee is a Waanyi/Garawa and Gangalidda man from the Gulf of Carpentaria in western Queensland. He is a filmmaker, actor, television presenter, community leader and activist. He is widely known for his work on the acclaimed documentary *Zach's Ceremony* (2016), which presents a First Nations perspective on the transition to adulthood and cultural identity. In 2017, Mr Doomadgee co-founded the Gulf Country Frontier Days Festival, bringing together First Nations people from Canada, America, New Zealand and the Torres Strait to celebrate their art, dance, music and medicine. The festival also featured the National Indigenous Rodeo Championships. Mr Doomadgee was among the family who advocated for the 2023 Queensland Coroner's inquest into the preventable deaths of three young women from rheumatic heart disease in the remote community of Doomadgee. He was elected by the Waanyi people to serve as Chair of the Waanyi Prescribed Body Corporate (PBC), a position he held for 10 years. During his time on the PBC he supported the return of ownership of Boodjamulla National Park to the Waanyi People.

Professor Anne Martin AM

Professor Anne Martin AM was born and raised at La Perouse in Sydney with Yuin heritage from the South Coast of NSW. She is currently the Director of the ANU Tjabal Indigenous Higher Education Centre, providing support for First Nations staff and students. Her career has been focused on improving education outcomes for First Nations peoples. Between 2006 and 2018, she was the Co-Chair of the NAIDOC committee. She has also served on a diverse range of boards and committees.

Dr Janine Mohamed

Dr Janine Mohamed is a proud Narungga Kaurna woman from South Australia and Deputy CEO First Nations at the National Disability Insurance Agency. A former CEO of the Lowitja Institute and the Congress of Aboriginal and Torres Strait Islander Nurses and Midwives, she has more than 25 years of leadership experience across the Aboriginal community-controlled health sector, nursing, health, research, and policy. In 2024, she was named Victoria's Australian of the Year.

Associate Professor Sana Nakata

Dr Sana Nakata is an Associate Professor and Head of Research at the Indigenous Education and Research Centre, James Cook University. She is trained in the law and political theory of the Western tradition, and her research focuses upon the politics of childhood, Indigenous policy and governance. She has held multiple Australian Research Council (ARC) grants, including as an ARC Discovery Australian Aboriginal and Torres Strait Islander Award Fellow and lead Chief Investigator for the project 'Navigating the Tides of Change: a study of political action and change in the Torres Strait.' As well as writing and editing books including *Childhood citizenship, governance and policy* (Routledge, 2015), she has had work published in leading international and Australian journals, including *Politics*, *Contemporary Political Theory* and the *Australian Journal of Political Science*.

Professor Peter Yu AM

Professor Peter Yu AM is a Yawuru man from Broome who has advocated for Indigenous development in the Kimberley for over 40 years. He was Executive Director of the Kimberley Land Council and recently CEO of the Yawuru Corporate Group. He was the Chair of the Indigenous Reference Group to the Northern Ministerial Forum on Northern Development. He is the Vice-President of the First Nations Portfolio at the ANU and serves as Chair of the First Nations Economic Empowerment Alliance.

Mr Paul Girrawah House—Ngambri-Kamberri, Walgalu, Wallaballooa, Wiradyuri custodian

Mr Paul Girrawah House is the First Nations Advisory Committee's cultural advisor.

Mr House has multiple First Nation ancestries from the South-East Canberra region, including the Ngambri-Kamberri Ngurmal (Walgalu), Pajong (Gundungurra), Wallaballooa and Erambie/Brungle (Wiradyuri) family groups. Mr House acknowledges his diverse First Nations history; he particularly identifies as a descendant of Onyong aka Jindoomang from Weereewaa (Lake George) and Henry 'Black Harry' Williams from Namadgi, who were both multilingual, essentially Walgalu-Wiradjuri speaking warriors, and Wallaballooa man William Lane aka 'Billy the Bull'—Murrjinille. Mr House was born at the old Canberra hospital in the centre of his ancestral country and strongly acknowledges his First Nations matriarch ancestors, in particular his mother, Dr Aunty Matilda House-Williams OAM and grandmother, Ms Pearl Simpson-Wedge. Mr House completed a Bachelor of Community Management from Macquarie University, a Graduate Certificate in Wiradjuri Language, Culture and Heritage and Management from CSU and a Graduate Certificate of Management from ANU. Mr House provided the Welcome to Country for the 47th Opening of Federal Parliament in 2022. Mr House is a member of the Indigenous Reference Group, National Museum of Australia; First Nations Advisory Group, National Gallery of Australia; and First Nations Advisory Committee, Museum of Australian Democracy. Mr House works on country with the ANU First Nations Portfolio as a Cultural and Community Engagement Specialist.

The Hon Warren Snowdon

The Hon Warren Snowdon is the OPH Board representative on the First Nations Advisory Committee.

The Hon Warren Snowdon is a former Australian Government minister and one of Australia's longest-serving parliamentarians, representing the Northern Territory and Lingiari from 1987 to 2022. Throughout his parliamentary career, he served in a range of ministerial and parliamentary committee roles, with a particular focus on Indigenous affairs, defence and veterans' issues. Mr Snowdon continues to contribute to public life through governance and advisory roles, including as a member of the Council of the Australian War Memorial and as a Board member of Soldier On Australia. Mr Snowdon was appointed to the OPH Board in 2025.

Our people

Our people are central to delivering MoAD's purpose of preserving Old Parliament House, sharing the story of Australia's democracy and engaging audiences across the nation.

The Director and Deputy Directors form MoAD's Executive, with the Director serving on the Board as an executive member.

The Director is responsible for leading the organisation, setting strategic direction, ensuring accountability to government and the public, and overseeing the day-to-day administration of the Museum.

The Deputy Directors support the Director and Board by leading the delivery of MoAD's strategic priorities, managing Museum operations and corporate services, and overseeing the organisation's major programs and projects.

MoAD staff bring expertise across the following functional areas:

Public engagement

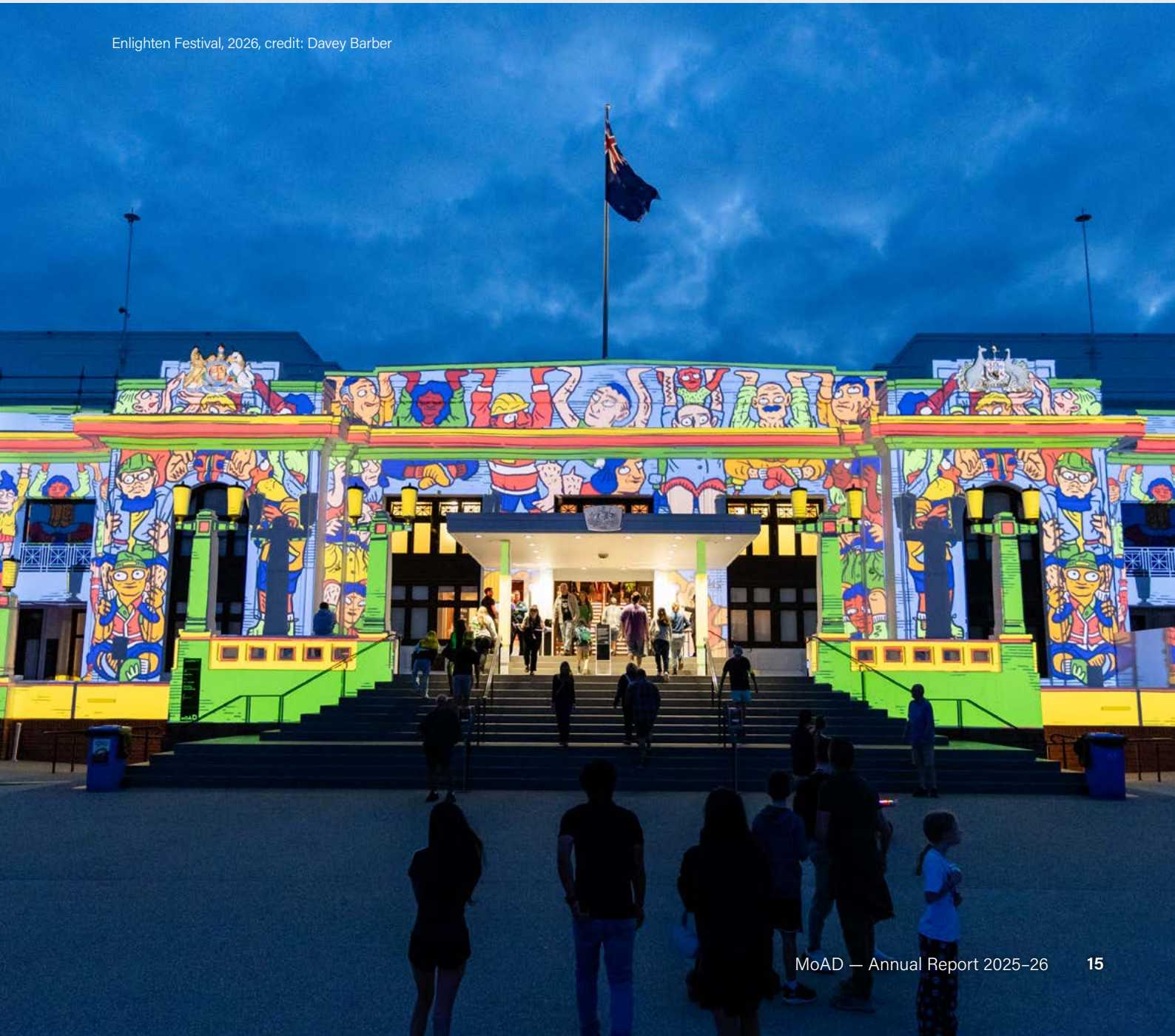
- **Exhibitions**—develops onsite and touring exhibitions that explore Australia's democracy, political history and the significance of OPH.
- **Interpretation and Curatorial**—develops content and interpretation for exhibitions and heritage spaces and oversees collection development.
- **Learning and Museum Experience**—delivers education programs, visitor services, tours and public experiences for diverse audiences, supported by a dedicated volunteer team that brings the stories of OPH to life.
- **Development, Marketing, Communications and Commercial**—manages partnerships, philanthropy, marketing, media, audience development and commercial operations, including the OPH Shop.
- **Digital Engagement**—develops digital content, online experiences and social media engagement to broaden audience reach and access.

Corporate Services

- **Capital Projects and Built Heritage**—manages the capital works program and conservation projects to preserve OPH and enhance visitor experiences.
- **Facilities, Security, Heritage and Collections**—manages building operations, security, heritage protection and collection stewardship.
- **Finance**—supports financial management, budgeting, reporting and compliance.
- **Human Resources**—delivers workforce, people and workplace relations services.
- **Information Technology**—manages technology infrastructure, cyber security and digital systems.

Executive

- **Executive Projects**—oversees governance, planning, reporting, audit, compliance and records management functions.
- **Centenary and Engagement**—leads planning and delivery of programs and initiatives associated with the centenary of OPH and community engagement activities.



Enlighten Festival, 2026, credit: Davey Barber

Highlights of the year

The Museum of Australian Democracy (MoAD) offers onsite and online exhibitions, activities and programs that showcase the Old Parliament House (OPH) building and share the story of Australia's democracy.

We also have a capital works and conservation program to care for the building and its objects.

Onsite exhibitions and experiences

This year, MoAD continued to deliver exhibitions and experiences to appeal to a wide range of audiences, with an emphasis on encouraging new visitors to OPH through experiences such as the Enlighten Festival activation, regular tour offerings and school holiday programming.

Behind the Lines 2025: Are We Rolling?

The popular annual *Behind the Lines: The Year in Political Cartoons* exhibition opened in December 2025. As one of Australia's longest-running annual exhibitions, *Behind the Lines* celebrates the talent of this country's leading cartoonists, presenting a unique time capsule of the year in Australian politics. Showcasing the work of 47 artists from across Australia, this year's exhibition, *Are We Rolling?*, used the drama and personalities of the cinema as a compelling metaphor to explore the key political issues and current affairs that defined 2025.

Matt Golding—a 'master of the pocket cartoon'—was named the 2025 Political Cartoonist of the Year. His work in 2025 covered the federal election, climate change and the housing crisis. This was his second time winning the prestigious award—he was also Cartoonist of the Year in 2018.

PlayUP, credit: Pew Pew Studio



This year's *Behind the Lines* featured eight new cartoonists, building on the diverse range of emerging artists who have been included in recent iterations of the exhibition. It also highlighted how artists are embracing digital media and self-publishing platforms to connect audiences with their work.

Learning

The Learning team achieved record engagement in 2025–26, with 96,340 students and teachers participating in onsite and offsite programs across civics and democracy, media literacy, sustainability, First Nations and leadership. This included 88,292 participants in facilitated onsite experiences, many of whom visited through the Parliament and Civics Education Rebate (PACER) program, with primary students and teachers accounting for 89 per cent of attendance. A further 536,920 students and teachers accessed virtual programs and online resources, extending the team's reach to more than 633,000 participants nationally.

Program quality remained exceptionally strong, with 98 per cent of teachers rating their experience as good or excellent and 97 per cent agreeing that MoAD's programs aligned with the curriculum.

Highlights included partnerships with authors Matt Cosgrove, Andy Geppert and Laura Bunting during National Science Week and Book Week. A live event with Matt Cosgrove engaged almost 40,000 students and teachers in exploring citizen science through his book *Alpacas in space*. The team also expanded media literacy education through the *Behind the Lines* touring exhibition, reaching 510 students and 40 teachers across eight school communities in Melbourne and Burnie.

School holiday programs

School holiday programs provide families and young people with opportunities to connect, create and explore. In 2025–26, MoAD's programs expanded to include activities and workshops for older children, which proved particularly popular with audiences. A total of 1,814 children and 1,434 accompanying adults participated. Programming focused on storytelling, community connection and democratic participation. Regularly sold-out workshops, including music and songwriting with The Vegetable Plot and cartooning with Eleri Harris, encouraged young people to explore self-expression through visual and performance art.

Open Air PlayUP, an extension of the *PlayUP* exhibition held during the school holidays for younger visitors, continued to provide free-choice play experiences in the Senate Courtyard during school holiday periods. Facilitators encouraged play, conversation and engagement with *PlayUP* themes, creating a welcoming environment for families to connect with each other and the Museum. Despite ongoing capital works in the courtyard, attendance remained strong, with more than 1,500 visitors participating across two week-long programs.

PlayUP exhibition and programs

PlayUP, MoAD's permanent children's exhibition, continued to be a cornerstone of family engagement, introducing children to democratic values through hands-on, age-appropriate experiences. Across the year, facilitators delivered 52 themed craft programs linked to United Nations observances, encouraging children and families to explore global citizenship, inclusion and participation. Strong repeat visitation from local families and returning school-aged children demonstrated *PlayUP*'s ongoing value as a trusted community space that supports early civic learning.

Menzies and the Making of Canberra tour

Menzies and the Making of Canberra was a unique tour developed exclusively for the 2026 Canberra and Region Heritage Festival. The tour explored the significant role Prime Minister Sir Robert Menzies played in shaping Canberra's development as the national capital. Throughout the festival, over 40 visitors participated in the paid tour, engaging with this unique perspective on Canberra history and heritage.

Chifley's Tour

Chifley's Tour explores Prime Minister Ben Chifley's leadership during the 1940s, including his contributions to the development of Canberra and post-war Australia. Visitors see Chifley's office and other rooms where he worked at OPH. After the guided tour, visitors can follow in Chifley's footsteps on a self-guided walk from OPH to Hotel Kurrajong, where he lived during his years in Canberra.

This tour is offered in partnership with Hotel Kurrajong.

Children in *Behind the Lines* exhibition, credit: Pew Pew Studio



Digital engagement

MoAD continued to expand its digital reach in 2025–26, connecting audiences across Australia through onsite experiences, website content and social media.

Expanding digital access

The Digital Engagement team focused on producing diverse content on a range of platforms to reach increasingly fragmented online audiences. Digital audiences engaged with livestreamed events, video interviews, online exhibitions, educational resources, website explainers, social media posts, audio tour content and collection highlights, extending MoAD's reach beyond OPH and supporting greater understanding of Australia's democracy and political history.

MoAD delivered a comprehensive digital program for the 50th anniversary of the Dismissal. Highlights included interviews with former Prime Minister Paul Keating, former Whitlam Government minister Doug McClelland, cartoonist David Rowe and former Fraser Government minister Ian Macphee; a dedicated Dismissal hub on the MoAD website; and collaborative social media posts with comedian Sammy J.

During the Enlighten Festival, MoAD experimented with onsite digital experiences. This included an extremely popular 'short-term' photobooth, where visitors could see their photographs temporarily projected onto the walls of King's Hall. The short-lived nature of the photographs encouraged visitors to try sillier poses and become repeat visitors to the booth.

Online shop

A major focus during 2025–26 was the development and launch of the expanded online Shop at OPH. Delivered alongside the refurbishment of the onsite shop, the new e-commerce platform improved the online customer experience and expanded MoAD's digital reach, enabling audiences across Australia to connect with the Museum, its collection and its exhibitions through a curated range of products inspired by Australian democracy and the history of OPH.

Capital works and heritage conservation

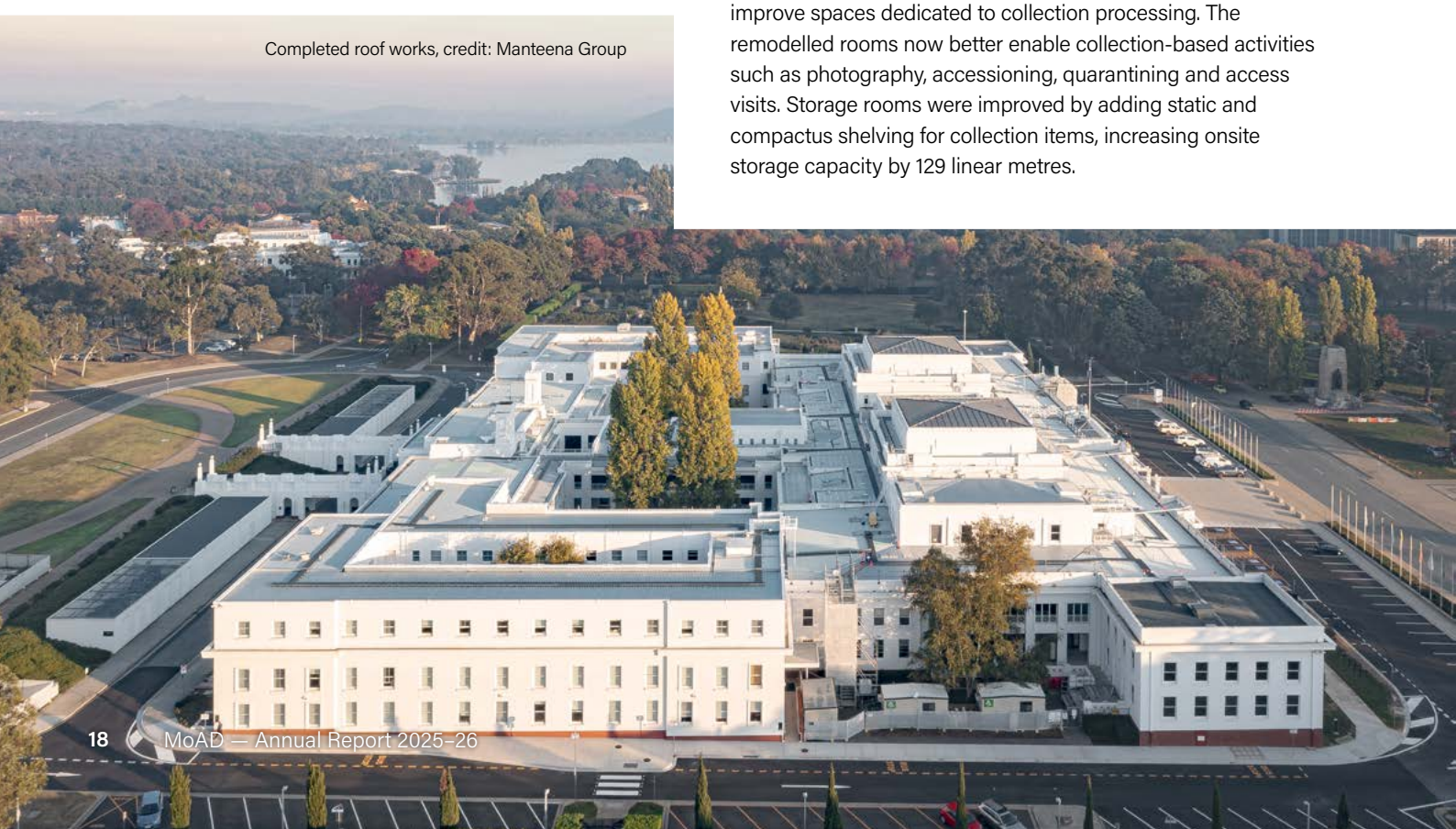
The 2023–27 Capital Works Program continued with the upgrading of building services across exhibition and back-of-house spaces at OPH. The program is rejuvenating exhibition and staff spaces, along with critical infrastructure within the iconic building.

Roof remediation

Major roof remediation works were completed in June 2026. These works were initiated following a damaging hailstorm in February 2020. Much of the roof over the south of the building, covering the Members' and Private Dining Rooms, was replaced in 2025–26.

Expanded onsite collection storage

During the reporting period, MoAD undertook minor capital works to expand onsite collection storage capability and improve spaces dedicated to collection processing. The remodelled rooms now better enable collection-based activities such as photography, accessioning, quarantining and access visits. Storage rooms were improved by adding static and compactus shelving for collection items, increasing onsite storage capacity by 129 linear metres.



Completed roof works, credit: Manteena Group



Bluey Thomson photos, credit: Brenton McGeachie

Old Parliament House Heritage Strategy

MoAD completed the new OPH Heritage Strategy: 2025–28 and a report of the review of the outgoing heritage strategy. The Minister for the Environment and Water provided MoAD with confirmation in November 2025 that these documents demonstrated that the agency had met its obligations in accordance with section 341ZA of the *Environment Protection and Biodiversity Conservation Act 1999* (EPBC Act).

Heritage Management Plan

OPH is a National Heritage and Commonwealth Heritage listed building. MoAD's commitment to meeting its obligations to protect and conserve OPH's heritage values is outlined in its Heritage Management Plan (HMP). MoAD commenced its review of the current HMP in 2025 and is progressing development of a new HMP for the period 2027–2031. The new HMP will include the commencement of an EPBC Act assessment of whether the place has Indigenous heritage values, and will update existing management strategies for bathrooms, lighting and flooring. The new plan is due to commence at the beginning of 2027.

Collections care and development

During 2025–26, MoAD's collections care and development work focused on preserving collection items during major building conservation works while continuing to expand public access to the national collection. As a result of temporary closures in the north-east precinct, 14.2 per cent of the collection was available for public viewing, with collection items removed from display to ensure their protection until works are completed in 2026. A major decant project saw staff carefully relocate more than 4,000 items from 41 rooms into secure storage, including more than 1,613 bound volumes of *Hansard*.

The collection continued to grow, with more than 1,800 items acquired through donations, gifts and strategic acquisitions. A significant achievement was the acquisition and preservation of the Graeme 'Bluey' Thomson photographic archive, supported through MoAD's Annual Appeal.

Notable acquisitions included Tommy Pau's lino print *Mabo*; a child's dress worn to the opening day of OPH; a chef's hat worn during the operation of Parliament House; the Mary 'Mollie' Cranswick Collection; the Frank Reinpacher Collection; the Thomas Hoey Collection; and Antony Green's election night tie.

The collection continues to grow primarily through the generosity of donors, complemented by strategic acquisitions. We extend our sincere thanks to all donors—including those who chose to remain anonymous—for their support this year.



Gurindji Freedom Banners, credit: Pew Pew Studio

Collection donors		
Michael Baume	Canberra Baptist Church	Warwick Costin
Department of Parliamentary Services	Fran Everingham	Heather Ewart
Miles Farwell	Beth Gower	Antony Green
Roger Hawke	John Hoey	Holmes à Court Gallery
Lee Honey	Human Biosecurity	The Hon Ian Hunter
David Johnston	Professor Ainslie Lamb AM	Kate Legge
Gillian Lucas	Louise Maher	Meredith McKinney
George McLean	Carmela Meli	Anne Mullins
Barney Murray	Christopher Nailer	National Library of Australia
Laurie Oakes	Brett and Jean Odgers	Georgina Oyin
Kate Palmer	Dean Parkes	Marylou Pooley
Sandra Pyke	Frank Reinpacher	Campbell Rhodes
Niki Savva	Damien Wallace	Greg Watts
Timothy Yeend		

Notable items featured in *The Press Gallery* include a typewriter belonging to early Press Gallery pioneer and ABC radio correspondent Warren Denning, ephemera from long-serving political journalist Alan Reid, and a complete set of Press Gallery clippings donated by journalist and author Kate Legge. These objects provide insight into the people, practices and technologies that shaped political reporting during OPH's years as Parliament.

A new loaned exhibition, *Mumkurla-nginyi-ma parrngalinyparla*—from the darkness into the light—opened on 15 August 2025, featuring 10 hand-painted banners made by the Gurindji People as contemporary expressions of the historic 1966 Wave Hill walk-off to honour their story and assert their sovereignty. The exhibition opening coincided with the 50th anniversary of the handback of land to the Gurindji People at Daguragu by Prime Minister Gough Whitlam in 1975.

The refreshed *Democracy: Are You In?* exhibition includes new loaned objects, including a white possum costume from the National Museum of Australia, which is associated with environmental protests in Queensland during 1987 that raised awareness of the risk to tropical rainforests.

Museums Victoria loaned their much-loved and very rare Toy Dog, which was produced during the World War II era from recycled materials, to MoAD for display in the *Democracy DNA* exhibition.

Partnerships, philanthropy and commercial activity

MoAD's growing philanthropic and corporate communities help extend the reach of the organisation's exhibitions, education programs and outreach activities enabling new and innovative interpretations to flourish. Partnerships continued to strengthen MoAD's impact, connecting with local audiences and engaging with new communities beyond the Canberra region. The *Changemakers* travelling exhibition, which concluded during 2025–26, was made possible through the support of a corporate partner, the Commonwealth Bank. MoAD continued its partnerships with Hazelbrook Legal, the Hotel Kurrajong and *The Canberra Times*.

The Shop at Old Parliament House

The Shop at OPH, together with its online retail platform, delivered outstanding results during the year, with revenue doubling compared to the previous financial year. In July 2025, a newly refurbished onsite store and new online shop were launched, offering a curated range of bespoke products and merchandise that reflect the heritage of OPH and celebrate both the spirit of Australian democracy and MoAD's exhibitions.

Since November 2025, the shop has featured a special collection of commemorative products developed to mark the 50th anniversary of the dismissal of the Whitlam Government and the election of the Fraser Government. These items complement MoAD's anniversary programming and provide visitors with unique opportunities to engage with this significant chapter of Australian history.

The continued expansion of both onsite and online retail channels supports MoAD's commercial objectives while also showcasing Australian artists and designers and promoting products that are sustainably and ethically produced.

Centenary campaign

MoAD launched its Centenary Fundraising Campaign in early 2026, with the goal of generating support through philanthropic donations, corporate partnerships and bequests. As at 30 June 2026, the campaign has raised $150,000, including a major contribution from Tim Fairfax AC and Gina Fairfax AC, alongside support from several Centenary Circle donors (contributing $10,000 or more) and donors to the '$100 for 100' Annual Appeal.

The campaign centres on two flagship initiatives: the conservation and interpretation of the Main Kitchen, and the Democracy in a Box program. Together, these projects will preserve and share the rich history of OPH while engaging future generations through compelling storytelling, innovative educational programs and meaningful opportunities to connect with Australia's democratic heritage.

MoAD's teacher professional development program continues to be generously supported by the Clem Jones Foundation. Gifts received in June 2025 and 2026 will enable the development of a free, self-paced digital civics and citizenship program for teachers and upper secondary students.

Everyone's a Civics Teacher will combine video content with activities for teachers and lesson ideas. Teachers taking part in the online program will come away with practical strategies that help them create rich learning opportunities in their classrooms.

MoAD gratefully acknowledges the generosity of its corporate partners during 2025–26. Media partners including *The Canberra Times* and *The Guardian Australia* helped to promote programs and events. We also thank our legal partner, Hazelbrook Legal, for its ongoing support, and Hotel Kurrajong for its continued in-kind accommodation support and partnership for the Dismissal anniversary event.

Donors

MoAD would like to thank all donors for their support, advocacy and generosity to a range of fundraising initiatives this year, including those who wish to remain anonymous.

Centenary Circle donors (gifts of $10,000 or more)		
Stephanie Bull	The Clem Jones Foundation	Timothy Fairfax AC
The Henry Parkes Foundation	Sue Knowles	Robyn McClelland
Amy L Tang	Gerry Wheeler and Cate Clunies-Ross	

Donors to the MoAD 2025 Annual Appeal and general donations		
Karen Allen	Andrew Blackensee	Vicki Bourne
Sarah Brasch	In memory of Bob and Pat Buchanan	Chilla Bulbeck
KR Clarry	Sarah Davies AM	Andrea Dragon
Sue and Steve Dyer	Christopher Field	Dennis Patrick Flannery
Gavin Ford	Carolyn Forster OAM and Richard Forster	Judith Gamper
Ian G Giles	Megan Hayes	Nathan Blair Haynes
Meredith Hinchliffe AM	Gary Humphries AO	Claudia Hyles OAM
Kristian Leslie Jacobsen and Evelyn Jacobsen	John Kalokerinos	Terrance Patrick Kearney
Diana Killen	Karen Laing	Robert Lundie
The Hon Ian Macphee AO	Nicola Mallik	Anita Massih
Sean Thomas Massingham	Tom McIlroy	David Muir AM and Veronica Muir
Brett and Jean Odgers	Philip J Oldfield	Fiona Pacey
Andrew Phelan AM and Monica Phelan	The Pope family	Aliya and Robert Porter
Graeme Rankin	Jane Redolatti	Matteo Rossaro
Niki Savva	Nicholas Schmidt	Reg Hilton Shepherd
Wayne Sheridan	Chris Stephens	Peter Sutton OAM
Peter Braham Taft	Felicity and Simon Tepper	Ian and Valerie Thom
John Tooth	Sarah Warren	Diana Jill Waterhouse
Brad Wheeler	Leonard Wise	

Annual performance statements

Statement of preparation

The Old Parliament House (OPH) Board, as the accountable authority, presents the Museum of Australian Democracy's (MoAD's) annual performance statements 2025–26, as required by section 17BE(g) of the Public Governance, Performance and Accountability Rule (PGPA Rule), in accordance with section 39(1)(b) of the *Public Governance, Performance and Accountability Act 2013* (PGPA Act) and section 16F of the PGPA Rule.

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.



Barrie Cassidy
Old Parliament House Board Chair

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 PBS and corporate plan.

Figure 2: Annual reporting cycle



MoAD's vision and purpose are aligned under one outcome and one program in the PBS, 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, OPH and the development of its collections, exhibitions and educational programs.

Program 1.1 Old Parliament House

MoAD at OPH 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 is delivered through the following key activities:

- Continue our national leadership role in the protection, conservation and interpretation of this nationally significant and cherished heritage building, OPH, and of its collections.
- Develop innovative and informative education and public 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 strategic priorities are:

1. Showcasing Old Parliament House, through its collections and historical interpretation, to enable visitors to understand the importance it played in shaping Australia today.
2. Fostering a museum for the people, by delivering organisational excellence in serving the Australian community.
3. Sharing the story of Australian democracy, its social and political history and exploring how this heritage has shaped Australia's unique democracy.
4. Inspiring Australians to participate in their democracy, by developing innovative and informative content.

These priorities support the National Cultural Policy (NCP), *Revive: a place for every story, a story for every place*.

Government support

The Australian Government's provision of $37.9 million in funding over four years, announced in April 2023, has enabled MoAD to address essential heritage and infrastructure works. The base building refurbishment of the House of Representatives Press Gallery included conservation of walls, floors and ceilings, and upgrades to building services such as fire, lighting and power systems. The project was completed in July 2024, resulting in improved heritage protection, extended building lifespan and an enhanced visitor experience.

Government funding also enabled MoAD to procure design and construction services for its 2023–27 Capital Works Program. The program focuses on upgrading building services, conserving heritage fabric and enhancing visitor experience and engagement.

We expect that own-source revenue will continue to be maximised through philanthropic and private sector opportunities.

Australian Government expectations

In a Statement of Expectations (January 2024), the Minister asked MoAD to align with the goals of *Revive*, uphold workplace and sector standards, collaborate nationally, and ensure financial and information governance. MoAD's Statement of Intent (February 2024) outlines its commitment to these priorities, including promoting inclusion, supporting artists, expanding access, and maintaining robust reporting and records management practices.

Capability

MoAD is using federal funding from the 2024–25 Budget to support essential capital projects and continue working with the government to secure sustainable long-term funding aligned with *Revive*. To expand its services, MoAD will grow its own-source revenue through philanthropy, corporate support, and new commercial ventures.

MoAD values its skilled, inclusive and experienced workforce, which covers a wide range of professional areas. It will continue to invest in staff development through targeted training in museum practice, commercial skills, leadership and inclusion. Volunteer engagement remains a key part of MoAD's visitor experience, with the program set to grow over the next four years.

MoAD continues to invest in digital capability to improve audience access, strengthen accessibility and support informed civic participation. Cyber security remains a priority, with ongoing implementation of the Australian Cyber Security Centre's Essential Eight strategies, modernisation of legacy systems and improvements to business continuity and data protection.

MoAD is committed to diversity and inclusion, supporting its Reconciliation Action Plan and Disability Inclusion Action Plan through initiatives like cultural competency and disability confidence training. It will also prioritise direct employment over outsourcing, in line with the Australian Public Service (APS) Strategic Commissioning Framework.

Performance measures results and analysis

MoAD uses quantitative and qualitative measures to evaluate its non-financial performance.

Strategic priority 1: Showcasing Old Parliament House

Continuing our national leadership role in the protection, conservation and interpretation of this nationally significant and cherished heritage building, OPH, and of its collections through:

- 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 OPH
- expanding historical interpretation spaces to increase visitor experience and understanding of key heritage areas, telling the story of Provisional Parliament House's functions, roles and events during its lifetime (1927–1988)
- developing the collection to enable audiences to explore the story of Australia's democracy and the history of the building
- developing a program to mark the centenary of OPH in 2027.

Table 3: Strategic priority 1: Showcasing Old Parliament House

Activity	Measure 2025–26	Result	Source and methodology	NCP pillar
Deliver major capital projects in accordance with relevant Australian Standards and National Construction Code, the EPBC Act and the HMP, which ensure the conservation of the heritage values and the ongoing sustainable use of OPH	• Continue major funded capital infrastructure outlined in the Life Cycle Cost Plan • Complete hail remediation and roof replacement phase three project • Continue upgrade of the north-east corner of the building and other projects	• Major 2023–27 Capital Works Program continues, with the Education Workshop and Heritage Kitchen projects expected to be completed in July 2026 • North-east precinct and Gallery 5 projects in final stages of completion • Roof remediation works complete	• Quantitative data • Project closure reports • Condition of values assessment	2. A Place for Every Story 4. Strong Cultural Institution Infrastructure 5. Engaging the Audience
Expand historical interpretation spaces to increase visitor experience and understanding of key heritage areas, telling the story of Provisional Parliament House's functions, roles and events during its lifetime (1927–1988)	• Complete the Press Gallery exhibition project • Continue the Heritage Kitchen project • Commence Heritage Management Plan review	• *The Press Gallery* exhibition delivered in March 2026 • Heritage Kitchen exhibition project on track to open in February 2027 • Heritage Strategy review completed and new strategy implemented	• Qualitative and quantitative data • Project closure reports • Case studies • Condition of values assessment (completed five-yearly)	1. First Nations First 4. Strong Cultural Institution Infrastructure
Develop the collection to enable audiences to explore the story of Australia's democracy and the history of the building	• Continue collection acquisitions in line with the Collection Development Plan • Commence Collections Development Plan review	• 221 acquisitions were made in line with the Collection Development Plan • Collection Development Plan review commenced	• Qualitative and quantitative collection management data	2. A Place for Every Story

Activity	Measure 2025–26	Result	Source and methodology	NCP pillar
Develop a program to mark the centenary of OPH in 2027	• Continue Centenary of OPH program	• Suite of programming for centenary identified and in development • Centenary Fundraising Campaign launched in June 2026	• Quantitative data and internal governance reporting	1. First Nations First 2. A Place for Every Story 3. Centrality of the Artist 4. Strong Cultural Institution Infrastructure 5. Engaging the Audience
Develop and deliver a program to mark the 50th anniversary of the dismissal of the Whitlam Government	• Develop and implement a range of programs to mark the 50th anniversary of the dismissal of the Whitlam Government	• *The Dismissal* exhibition and associated public programs were successfully delivered	• Quantitative and qualitative data	2. A Place for Every Story 4. Strong Cultural Institution Infrastructure 5. Engaging the Audience

Analysis of results

Major capital projects

Roof remediation works initiated in 2024–25 following the damaging 2020 hailstorm were completed in June 2026, bringing a complex two-year program to a successful close. The project replaced more than 60 damaged roofs and upgraded 56 gutter overflow systems across OPH. Despite challenging weather conditions, the works were delivered four months ahead of schedule, within budget, and with minimal disruption to MoAD operations and the visitor experience.

The first two projects in the 2023–27 Capital Works Program have also been completed. The accessible entry was delivered in February 2025, followed by the opening of the new shop to the public in July 2025. The refreshed shop space has improved circulation, accessibility and retail functionality, delivering lasting benefits for daily operations and enhancing the visitor experience at OPH.

The remaining internal building works program—including upgrades to the north-east precinct, Gallery 5, the Education Workshop and the Heritage Kitchen—have progressed to the final stages of delivery. All works are scheduled for completion by late 2026, in preparation for the 2027 OPH centenary.

Capital project delivery has been undertaken in accordance with relevant Australian standards and the National Construction Code.

Consistent with the EPBC Act and the OPH Heritage Management Plan, heritage expertise has been embedded across all project stages. This included built heritage research, advice and documentation to ensure the significant heritage values of OPH were protected and maintained.

Historical interpretation expansion

In March 2026, MoAD opened *The Press Gallery* exhibition in the former House of Representatives Press Gallery. Located within the original rooms used by Press Gallery staff, the exhibition explores and celebrates the work of the Federal Parliamentary Press Gallery. It provides visitors with an unparalleled insight into how the Press Gallery contributes to accountability, transparency and Australia's democratic values.

The installation of detailed room recreations accompanied by soundscapes, interpretation of heritage features, and an interactive radio booth within a former broadcast studio all enhance the visitor experience.

Heritage management guidance

The Heritage Strategy review and update have been completed. The five-yearly update of the Old Parliament House and Curtilage Heritage Management Plan, including the five-yearly Condition of Values Assessment, is scheduled for completion in early 2027, following a mandatory consultation period on the draft HMP update, which will commence in late 2026.

Collection development

Management of the collections of MoAD at OPH is governed by the OPH and Curtilage Heritage Management Plan 2021–2026, specifically Policy 1.10: Conservation and management of movable heritage and collections. Access to and use of the collection is balanced against conservation, care and security requirements.



Collection items in the Bunker, credit: MoAD

Table 4: Trends in collection management, 2022–23 to 2025–26

Description	2022–23	2023–24	2024–25	2025–26
Collection objects	29,344	29,732	29,793	31,606

During 2025–26, collection management activity focused on safeguarding the collection during major conservation works while supporting collection growth and access. A major decant project saw staff relocate more than 4,000 collection items from 41 rooms into secure storage, including over 1,613 bound volumes of *Hansard*, ensuring their protection during works in the north-east precinct. These temporary closures contributed to a reduction in the proportion of the collection available for public viewing to 14.2 per cent.

The collection continued to grow through donations, gifts and acquisitions, with more than 1,800 items added during the year. A significant acquisition was the Graeme 'Bluey' Thomson photographic archive, secured through MoAD's Annual Appeal and now catalogued and stored to archival standards. Notable acquisitions also included Tommy Pau's *Mabo* lino print, the Mary 'Mollie' Cranswick Collection, the Frank Reinpacher Collection, the Thomas Hoey Collection and Antony Green's election night tie.

Public access also expanded through nine new additions to the collection section of the MoAD website. MoAD also created 24 social media posts highlighting the collection, increasing opportunities for audiences to engage with significant objects relating to Australia's democratic and parliamentary history.

During the reporting period, MoAD maintained a proactive conservation program and provided specialist housing for new acquisitions. Priority conservation treatments included a souvenir napkin from the 1908 Women's Suffrage March and Mass Meeting, a commemorative plaque presented to Prime Minister Bob Hawke by Speaker of the United States House of Representatives Jim Wright, and the YES dress worn by Senator Jana Stewart to the 2023 Midwinter Ball at Parliament House.

Significant conservation treatment was undertaken across collection items and the building's heritage fabric, including treatment of heritage kitchen equipment, conservation of furniture and chamber elements, installation of protective display measures, specialist storage upgrades, repairs to the President of the Senate's Suite, and conservation works in King's Hall and heritage bathroom spaces.

Collection sharing continued to extend public access to Australia's democratic heritage. At 30 June 2026, 132 collection objects remained on loan, including items associated with John Howard's prime ministership and objects touring with the National Archives of Australia exhibition *Disrupt, Persist, Invent: Australians in an Ever Changing World*. Loans from cultural institutions, private lenders and organisations also enriched

MoAD's exhibitions, with 316 borrowed objects on display during the reporting period, including in the refreshed *Democracy: Are You In?* exhibition, bringing significant stories of political reporting, activism and democratic participation to audiences.

Centenary of OPH program

During 2025–26, MoAD progressed planning and stakeholder engagement for the centenary of OPH in 2027. A program of exhibitions, events, public activities, commemorations and digital content is being developed to celebrate the building's unique heritage significance and the stories of the people who have shaped its history over the past 100 years.

Through onsite, outreach and digital experiences, the centenary program will showcase OPH to existing and new audiences across Australia, encouraging reflection on its enduring contribution to Australian democracy.

Dismissal program

MoAD marked the 50th anniversary of the dismissal of the Whitlam Government (the Dismissal) and the establishment and subsequent election of the Fraser Government with a series of activities and events in November 2025.

Across 10 and 11 November 2025, MoAD hosted two large-scale events and a full day of panel discussions, which were livestreamed and recorded. The program strengthened engagement with existing audiences while attracting new audiences through a combination of in-person and digital experiences. On 11 November, 1,116 people attended MoAD, including 770 participants in the daytime program, and 323 invited guests registered for the panel sessions. *The Dismissal* exhibition was on display from 30 October 2025 to 8 February 2026, during which time MoAD welcomed 46,471 visitors. In addition, 954 visitors participated in dedicated Dismissal tours between 1 October 2025 and 10 April 2026.

The Department of Memories, Enlighten Festival, 2026, credit: Davey Barber





Above: *The Dismissal* exhibition, credit: Pew Pew Studio

CASE STUDY:

50th Anniversary of the dismissal of the Whitlam Government and election of the Fraser Government

50 years on

On 11 November 1975, Australians watched as the Governor-General's Official Secretary, David Smith, stood on the steps of Parliament House and announced the dissolution of Parliament. The proclamation confirmed that Governor-General Sir John Kerr had dismissed Prime Minister Gough Whitlam and his government, and that Opposition Leader Malcolm Fraser had been appointed caretaker prime minister—the first and only time an Australian prime minister has been removed from office.

Fifty years later, MoAD marked this milestone through a major program of exhibitions, tours, events and public discussions that encouraged visitors to explore the story of the Dismissal, the appointment and subsequent election of the Fraser Government, and the broader impact of these events on Australian democracy.

Stepping back into 1975

Running from October 2025 to February 2026, the exhibition in King's Hall featured significant objects and documents connected to the Dismissal. Visitors could see the desks used in November 1975 by Prime Minister Gough Whitlam and Governor-General Sir John Kerr, alongside original papers from the Whitlam Institute and the Malcolm Fraser Collection.

Free guided tours and an audio tour enabled visitors to retrace the events of 11 November 1975 through the very spaces where they unfolded—using the unique setting of OPH to connect visitors with a defining moment in Australia's political history.

A national conversation

The anniversary program also created opportunities to reflect on the Dismissal's ongoing significance. A reception on 10 November featured speeches from Prime Minister the Hon Anthony Albanese; Mr Julian Leeser MP, representing the Leader of the Opposition; and the Hon Antony Whitlam KC.

The following day, MoAD hosted a full program of panel discussions and interviews in the House of Representatives Chamber. Through livestreams shown at locations across OPH and broadcast nationally via MoAD's YouTube channel, audiences onsite and across Australia joined conversations featuring former political leaders, parliamentarians and experts reflecting on the events of 1975 and their legacy today. The livestream recordings were viewed more than 8,000 times.

The conversations extended beyond OPH, through a strong program of digital content and national media coverage. Dismissal-related webpages attracted more than 22,000 views, while related YouTube content generated almost 80,000 views. The anniversary also generated more than 2,370 media mentions across Australia.

Highlights included:

- opening remarks by the Governor-General, Her Excellency the Hon Sam Mostyn AC
- interviews with former prime ministers Paul Keating and John Howard
- a discussion on the role of the Senate featuring John Faulkner, Nick Minchin, Peter Rae and Philip Ruddock
- reflections from former Speakers Anna Burke and Tony Smith, and former Senate Presidents Margaret Reid and Scott Ryan.

Approximately 320 guests registered to attend the panel sessions across the day, 1,116 visitors attended MoAD's Dismissal program, including the evening after-hours event, and 967 visitors participated in Dismissal tours over the financial year.

Dismissal event, credit: Pew Pew Studio



Strategic priority 2:
Fostering a museum for the people

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, through:

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

Democracy DNA exhibition, credit: Davey Barber



Table 5: Strategic priority 2: Fostering a museum for the people

Activity	Measure 2025–26	Result	Source and methodology	NCP pillar
Create a welcoming and inclusive space for all visitors onsite, online and through outreach programs	• Complete development of the Shop and Education Workshop • Continue deliverables identified in the Disability and Inclusion Action Plan (DIAP)	• Completion of shop refurbishment in July 2025 • Education workshop completed for school programs in July 2026 • Continued implementation of DIAP including lower accessible entry	• Quantitative data—annual visitor numbers • Qualitative data—program and event numbers • Visitor surveys and feedback	1. First Nations First 2. A Place for Every Story 5. Engaging the Audience
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) • Commence redevelopment of a new RAP	• Several key outputs completed as identified in the RAP • Establishment of First Nations Advisory Committee • Development of new RAP underway	• Quantitative data • Internal governance reporting against identified outputs	1. First Nations First 4. Strong Cultural Institution Infrastructure
Reduce MoAD's environmental footprint	• Continue implementation of the Environmental Sustainability Action Plan (ESAP)	• Completed the Carbon Roadmap initiatives • Completed the ESAP • Completed the upgrade/retrofit of 450 light fittings from fluorescent to LED • Implemented recycling throughout the public spaces in the Museum • Commenced a composting contract for organic waste • Upgraded numerous heating, ventilation and airconditioning (HVAC) units to more energy-efficient systems	• Internal governance reporting on delivery against identified outputs	4. Strong Cultural Institution Infrastructure
Invest in our information management systems to manage risk, improve efficiencies and enhance audience experiences	• Complete review of records management practices and systems	• Paper records digitisation project completed • Reporting requirements met • Online recruitment platform rolled out • Development of automated key performance indicator data collection and reporting	• Quantitative data • Visitor numbers about public use of digital connectivity to programs and services	4. Strong Cultural Institution Infrastructure

Activity	Measure 2025–26	Result	Source and methodology	NCP pillar
Increase cyber resilience capability	• Review and update of cyber security program. Ensure compliance with the Essential Eight	• Continued improvements to the agency's various IT environments, with additional efforts being exercised on awareness, monitoring and response capabilities	• Quantitative data • Internal and external audits • Delivery of strategies to forecast and prioritise efforts over time	4. Strong Cultural Institution Infrastructure
Expand commercial streams to supplement government funding	• 10% increase on previous year	• The new Shop at Old Parliament House, and its online outlet, doubled its revenue from the previous financial year • The Centenary Fundraising Campaign was launched in May 2026	• Quantitative data • Finance management system	4. Strong Cultural Institution Infrastructure

The mace, House of Representatives Chamber, credit: Pew Pew Studio



Activity	Measure 2025–26	Result	Source and methodology	NCP pillar
Preserve and uphold the strong culture within MoAD	• Continue strengthening staff culture through proactive, two-way engagement	• Established APS Census working groups to obtain feedback on workplace culture initiatives and engage with staff • Provided regular updates to all staff on APS Census action plan • Updated staff induction manual • Revised the Workplace Behaviours Policy • Implemented a Psychosocial Safety Policy • Continued to provide health and wellbeing initiatives to support staff • Continued communication on intranet to enhance provision of information to staff • Continued to provide a suite of staff development programs	• Staff surveys • Staff retention	4. Strong Cultural Institution Infrastructure

Analysis of results

Create a welcoming and inclusive space

MoAD's Disability Inclusion Action Plan 2025–2028 is embedded across building, exhibition and program planning, strengthening access and inclusion for visitors, staff and volunteers. The plan supports accessible and welcoming experiences onsite and online, builds organisational capability through training and professional development, and guides the delivery of programs in the lead-up to the centenary, while balancing heritage management responsibilities.

Increase understanding of Aboriginal and Torres Strait Islander peoples

A revised Innovate Reconciliation Action Plan (RAP) is currently in development.

The new RAP will include a focus on establishing internal processes and policies that support an increase in Aboriginal and Torres Strait Islander employment at MoAD. Staff cultural learning will continue to be a priority. MoAD will also seek ways to increase opportunities to partner with Aboriginal and Torres Strait Islander organisations.

Reduce MoAD's environmental footprint

MoAD continues to address sustainability at OPH through delivery of its Carbon Roadmap and development of an Environmental Sustainability Action Plan which incorporates Carbon Roadmap initiatives, such as replacing ageing equipment with energy-efficient equipment, and measures like reducing the amount of waste going to landfill. MoAD continues to report annually on its greenhouse gas emissions in accordance with the Commonwealth Climate Disclosure Policy and APS Net Zero 2030 targets (refer to Tables 19 and 20).

Uplift information management systems

MoAD continued to strengthen its organisational capability during 2025–26, with a focus on workforce planning, ICT maturity, digital engagement and capital investment to support effective and sustainable operations.

Following the transition from a shared services arrangement, MoAD further embedded and matured its internal ICT capability, strengthening support for staff, improving operational resilience and progressing cyber security uplift activities.

During the year, MoAD developed automated key performance indicator (KPI) recording and reporting processes to improve the timeliness, accuracy and accessibility of organisational

performance information and rolled out an online recruitment platform to streamline recruitment processes, strengthen recordkeeping and enhance the candidate experience.

Work also continued to assess MoAD's future technology needs and investment priorities, including planning for ICT systems, information management, digital infrastructure and cyber resilience. MoAD is monitoring the global shift around artificial intelligence (AI) and cyber security to ensure that agency efforts are spent most effectively and that staff are equipped with the required knowledge.

Expand commercial streams of income

MoAD's own-source revenue (OSR) includes sales of goods and services, rental income, partnerships, and other revenue streams. The success of the newly opened OPH shop and the launch of the online shop strengthened MoAD's retail offering and helped double retail revenue compared to the previous financial year.

The launch of the Centenary Fundraising Campaign in May 2026 has generated significant early momentum. Building on this strong foundation, the campaign is well positioned to attract further philanthropic support and donations in the 2026–27 financial year.

Overall, MoAD's OSR exceeded the measure of a 10 per cent increase on the previous year, due in part to the receipt of payments relating the *Spirit of the Service* exhibition.

Uphold the strong staff culture within MoAD

During 2025–26, MoAD continued to invest in workforce capability and wellbeing to support a positive, inclusive and high-performing workplace. Staff participated in a range of learning and development activities, including mandatory training in security, heritage management, work health and safety, fraud awareness, cyber security and AI, alongside professional development in cultural competency, First Nations inclusion, disability confidence, emergency preparedness, business continuity and workplace behaviours. Employees also attended conferences, seminars and other learning opportunities aligned with their performance development plans.

The MoAD intranet was refreshed, including the addition of new communication features. The new intranet layout is intended to enable it to function as an effective all-staff internal communication tool which will:

- increase transparency across MoAD's structure and activities
- streamline information sharing and decrease double handling
- collate news and updates in one central location
- keep upcoming events in front of staff and front of mind
- offer updated, effective quick links to resources and tools
- function as an overview of MoAD and OPH for new employees when learning about the agency.



The Shop at Old Parliament House, credit: Pew Pew Studio

CASE STUDY:

THE SHOP AT OLD PARLIAMENT HOUSE

Supporting MoAD through retail

On 9 July 2025, MoAD officially opened the refurbished Shop at Old Parliament House, creating a welcoming arrival point for visitors entering through the Museum's accessible entrance and enhancing the overall visitor experience. The new space improves wayfinding, provides a contemporary and accessible retail environment, and offers an expanded range of products inspired by Australian history, democracy and MoAD's collection.



The Shop at Old Parliament House, credit: Pew Pew Studio





The Shop at Old Parliament House, credit: Pew Pew Studio

The opening was officially launched by one of MoAD's longest-serving volunteers, Mr Ian Giles, who cut the ribbon in front of staff and supporters. Mr Giles worked as a Department Liaison Officer in OPH when it was the seat of government in the 1980s and became an OPH volunteer in 1998. With nearly three decades of volunteer service, his presence provided a meaningful connection between the building's parliamentary past and its present role as a museum.

Extending reach and product offering

The official opening also marked the launch of the online store, enabling customers across Australia and the world to access the Shop's products and connect with the stories of Australian democracy inspired by MoAD's collection and programs.

To complement the refurbishment, a newly curated product range was developed to appeal to diverse audiences, featuring House of Representatives and Senate-themed products, a dedicated children's collection and an expanded selection of political and contemporary history publications. The refreshed retail offering enhances visitor engagement while generating revenue that supports the preservation of OPH, care of the collection, and delivery of programs that connect people with Australia's democratic heritage.

Since reopening, the Shop has more than doubled sales revenue compared with the same period in the previous year, contributing to MoAD's ongoing financial sustainability.



Strategic priority 3: Sharing the story of Australian democracy

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

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

Table 6: Strategic priority 3: Sharing the story of Australian democracy

Activity	Measure 2025–26	Result	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 *Behind the Lines* exhibition • Total number of touring exhibitions • Open new Press Gallery exhibition • Total number of visitors to *PlayUP* exhibition program and activities for 0–5 age range to increase family audience	• Installation of *Gurindji Freedom Banners* exhibition completed August 2025 • *The Dismissal* temporary exhibition completed November 2025 • Refresh of *Democracy: Are You In?* exhibition completed November 2025 • *Behind the Lines* exhibition delivered onsite and to multiple regional venues • Two touring exhibitions delivered in the reporting period • *The Press Gallery* exhibition completed in March 2026 • *Open Air PlayUP* delivered during school holidays • Refresh of *Building History* exhibition commenced	• Quantitative and qualitative data	1. First Nations First 2. A Place for Every Story 3. Centrality of the Artist 4. Strong Cultural Institution Infrastructure 5. Engaging the Audience

Activity	Measure 2025–26	Result	Source and methodology	NCP pillar
Grow our philanthropy program and corporate partnership program, and increase support to enhance and expand the impact of the work of MoAD	• 10% increase in donations and notified bequests • 10% increase in corporate partners both in cash and in-kind • Number of MOUs and agreements with stakeholders	• Donations have decreased by 47% • Funds raised through corporate partners remained consistent. This includes in-kind contributions utilised throughout the year • Five memoranda of understanding and stakeholder agreements were signed, strengthening partnerships and ongoing collaborations	• Quantitative data • Performance against annual targets for philanthropy, grants sponsorship and donations • Financial management system	4. Strong Cultural Institution Infrastructure 5. Engaging the Audience

Democracy: Are You In? exhibition, credit: Pew Pew Studio



Analysis of results

Deliver temporary, permanent and touring exhibitions

MoAD's exhibitions help build civic and social understanding of Australia's social, political and democratic history. Exhibitions and interpreted spaces provide a rich experience for visitors of all ages.

In 2025–26, MoAD launched its annual exhibition *Behind the Lines: Are We Rolling?* and launched the new *The Press Gallery* exhibition. *Behind the Lines* continues to offer playful, hands-on experiences for visitors of all ages. It is also a key part of school programs.

In 2026, as part of the Enlighten Festival, MoAD introduced the temporary installation *The Department of Memories*, where visitors contributed their memories to a growing archive. This playful installation invited visitors to reflect on how shared memories impact democracy.

MoAD continues to make more of OPH and its collections accessible to visitors. A major refresh of the Building History Room commenced, with completion scheduled for late 2026. In 2027, MoAD will open a new exhibition in the historic Main Kitchen, opening it to the public for the first time. Work began to tell the story of the parliamentary kitchen from 1926 to 1988.

The *Yours Faithfully* exhibition continues to delight visitors with its typewriters and complimentary postage. As of July 2026, MoAD has sent over 12,000 letters written by visitors, which have been posted both nationally and internationally, since the exhibition opened in 2019. *Yours Faithfully* encourages visitors to write to their political representatives and to family and friends. It helps build and strengthen personal relationships, social connections and community around active and DIY citizenship.

PlayUP combines interactive exhibition experiences with facilitated activities designed for children and families. Each day, facilitators lead free activities including story time and hands-on creative experiences. Activities change weekly, drawing on 52 significant United Nations and national observances, creating new opportunities for engagement throughout the year and encouraging repeat visitation.

In 2025–26, MoAD toured two exhibitions—*Behind the Lines* 2024 and 2025, and *Changemakers*—with visitor numbers totalling over 74,000. The exhibitions travelled to several regional communities in Queensland, Victoria, South Australia, Tasmania and New South Wales.

MoAD worked with a major corporate partner, the Commonwealth Bank of Australia, to continue to deliver the *Changemakers: Crafting a Difference* exhibition and public workshops. This year the exhibition toured to Dubbo in New South Wales, the Yarra Ranges and Wangaratta in Victoria, and Townsville and Moreton Bay in Queensland. The exhibition features eight textile banners created by craftivist Dr Tal Fitzpatrick, acquired by MoAD, telling the story of the fight for women's rights in Australia. Dr Fitzpatrick also hosted 'talk and banner-making workshops' in the regional tour locations, connecting with local community members about the issues women still face in Australian society.

With support from the National Collecting Institutions Touring and Outreach Program, the 2024 *Behind the Lines* exhibition finished its tour in the second half of 2025, completing travel to Victoria and South Australia. The 2025 *Behind the Lines* exhibition commenced its tour by travelling to Melbourne and Burnie. This is the first time the exhibition has travelled to Tasmania, where 180 people attended the exhibition launch, which included panel discussions with curator Matthew Jones, Political Cartoonist of the Year 2025 Matt Golding, and his predecessor, Megan Herbert. The tour will continue during the second half of 2026 to Mudgee and Adelaide.

Table 7: *Changemakers* tour schedule and visitor numbers over 2025–26

Venue	Display dates	Visitor number	State
Western Plains Cultural Centre, Dubbo	17 May – 27 Jul 2025	1,328	NSW
Yarra Ranges Regional Museum, Lilydale	8 Aug – 12 Oct 2025	1,768	VIC
Aitkenvale Library (Townsville City Libraries), Townsville	31 Oct 2025 – 11 Jan 2026	38,870	QLD
Pine Rivers Heritage Museum, Moreton Bay	4 Feb – 17 May 2026	5,800	QLD
Wangaratta Library, Wangaratta	1 Jun – 12 Jul 2026	8,325	VIC

Table 8: *Behind the Lines* tour schedule and visitor numbers over 2025–26

Venue	Display dates	Visitor number	State
Old Treasury Building, Melbourne	17 Jul – 28 Aug 2025 2 Mar – 3 May 2026	15,936	VIC
The Bob Hawke Prime Ministerial Centre	4 Sep – 31 Oct 2025	1,414	SA
Burnie Regional Art Gallery, Burnie	15 May – 19 Jul 2026	1,286	TAS

Philanthropy and corporate partnership

The MoAD Development team's role is to grow own-source funding for MoAD through philanthropic support, corporate partnerships, and grants.

MoAD launched its Centenary Fundraising Campaign in early 2026, with the goal of generating support through philanthropic donations, corporate partnerships and bequests.

In December 2025, MoAD concluded its partnership with the Commonwealth Bank of Australia—Principal Partner of the *Changemakers: Crafting a Difference* touring exhibition.



Right: Changemakers workshop, Wangaratta Library, credit: unknown

Bottom: Tal Fitzpatrick, *Changemakers* exhibition, Pine Rivers Heritage Museum, Moreton Bay, credit: Embellysh Photography





CASE STUDY:

New Press Gallery exhibition

Overview

In March 2026, MoAD opened *The Press Gallery*, a major new exhibition exploring the role of the Federal Parliamentary Press Gallery in reporting on Australian political life between 1927 and 1988, when OPH served as the seat of the Australian Parliament. Located within the original Press Gallery spaces, the exhibition provides visitors with a unique opportunity to explore the relationship between parliamentarians, journalists and the Australian public.



The project combined exhibition renewal with essential building upgrades and heritage conservation works, including upgrades to electrical and lighting systems, and conservation treatment of significant heritage fabric. The exhibition delivers a rich and engaging visitor experience through a diverse range of interpretive elements, including object displays, immersive room recreations, audio-visual installations and a dedicated hands-on engagement space for visitors of all ages.

Exhibition themes and content

The exhibition explores both the major political events covered by journalists and the everyday realities of reporting from Parliament. It highlights the tools, techniques and skills used by Press Gallery journalists, the unique working environment of OPH—particularly the proximity of Press Gallery members to politicians—and the social and technological changes that shaped political reporting over time.

Top and above: Prime Minister the Hon Anthony Albanese MP and Mr Laurie Oakes at *The Press Gallery* launch, credit: Mike Bowers



Left and bottom: Press Gallery, credit: Pew Pew Studio

Visitors discover the changing nature of political reporting, including the emergence of radio and television journalism, the growing participation of women in the Press Gallery, and the evolving relationship between the media, politicians and the public. Interpretation is organised across three historical periods—the 1920s–30s, 1940s–60s and 1970s–80s—and explores themes including technology, proximity, censorship, gender, proprietors and leadership spills.

Bringing history to life

The exhibition incorporates a range of immersive and interactive experiences that bring the history of the Press Gallery to life.

Large-scale supergraphics celebrate the journalists who worked in OPH, while meticulously recreated period workspaces transport visitors into the press rooms of earlier decades. A humorous 'goof reel,' projected onto a bathroom wall, reveals the lighter side of daily life in the gallery and provides insight into the personalities behind the headlines.

The dedicated engagement space encourages hands-on exploration through archival recordings and interactive media. Visitors can listen to cassette recordings from the technology library and step into the role of a radio broadcaster using mixer consoles, gaining a practical understanding of the skills and technologies used by journalists throughout the 20th century.

Outcomes

The Press Gallery has transformed a key heritage space into an engaging and contemporary visitor experience that showcases the history of political journalism in Australia. By combining heritage conservation, innovative exhibition design and interactive storytelling, the project provides visitors with a deeper understanding of the people, practices and technologies that shaped political reporting during the years when OPH was the seat of the Australian Parliament.



Strategic priority 4: Inspiring all to help shape Australia's future

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

- developing innovative and informative exhibitions (onsite and touring) that enable audiences to understand and participate as engaged citizens in democracy
- creating programs and content which enable audiences to explore concepts of democracy and deepen their community engagement and discussion on key issues of democracy
- providing rich and rewarding experiences for school students as part of the Parliament and Civics Education Rebate (PACER) program
- continuing to expand our digital and outreach programs to students around the country.

Table 9: Strategic priority 4: Inspiring all to help shape Australia's future

Activity	Measure 2025–26	Result	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	• 280,000 onsite visitors • 45,000 visitors to touring and offsite exhibitions • 95% visitor satisfaction	• Onsite visitation was affected by temporary closures associated with the 2023–27 Capital Works Program • 233,752 onsite visitors • 74,707 visitors to touring exhibitions • 98% visitors satisfied or very satisfied with visit	• Quantitative data—annual visitor numbers • Qualitative data—analysis of survey results	1. First Nations First 2. A Place for Every Story 3. Centrality of the Artist 4. Strong Cultural Institution Infrastructure 5. Engaging the Audience
Create programs and content which enable audiences to explore concepts of democracy and deepen their community engagement and discussion on key issues of democracy	• 50,000 participants in public programs • 177,000 social media engagements • 4,200,000 social media reach (measured by number of impressions) • 1,100,000 website visits (measured by number of pageviews)	• 68,976 public programs participants • 387,321 social media engagements • 12,934,805 social media reach (measured by number of impressions) • 2,036,703 website visits (measured by number of pageviews)	• Quantitative data—annual visitor numbers • Qualitative data—program numbers	1. First Nations First 2. A Place for Every Story 5. Engaging the Audience
Provide rich and rewarding experiences for school students including as part of the PACER program	• 85,000 onsite and offsite students and teachers • 315,000 students and teachers participating in virtual programs and online resources	• 96,340 onsite and offsite students and teachers • 536,920 students and teachers participating in virtual programs and online resources	• Quantitative data • Number of students and teachers who participate onsite and in person in outreach programs • Booking system	1. First Nations First 2. A Place for Every Story 5. Engaging the Audience

Activity	Measure 2025–26	Result	Source and methodology	NCP pillar
Continue to expand our digital and outreach programs to students around the country	• 95% of teachers reporting relevance to the curriculum • 95% of teachers reporting overall satisfaction of learning programs	• 97% of teachers reporting relevance to the curriculum • 98% of teachers reporting overall satisfaction of learning programs	• Quantitative and qualitative data • Data analysis of survey results, including total number of learning surveys (onsite and online)	1. First Nations First 2. A Place for Every Story 5. Engaging the Audience

Analysis of results

Visitation

While overall visitation remained strong, onsite attendance was below target. Lower onsite visitation reflected the temporary closure of several significant visitor areas due to major conservation and infrastructure works associated with the 2023–27 Capital Works Program. These works affected access to several key interpreted spaces and exhibitions within the north-east precinct but were necessary to preserve the heritage values of OPH and support preparations for the building's centenary in 2027.

Table 10 compares the year-on-year targets and results.

Table 10: Number of onsite and offsite visitors, 2024–25 and 2025–26

Performance indicator	Result 2024–25	Target 2025–26	Result 2025–26
Number of onsite visitors excluding students and teachers	305,527	280,000	**233,752**
Number of offsite visitors to the organisation—travelling exhibitions	78,704	45,000	**74,707**

Education

Learners of all ages explored key civics topics in Australia's democratic future through MoAD's expanded learning programs. Strong onsite engagement was complemented by digital experiences and outreach initiatives, including a partnership with the National Capital Education Tourism Project, Parliamentary Education Office, and National Electoral Education Centre. This partnership delivered engaging civics education directly to teachers and students by travelling to communities in northern Queensland.

In partnership with Queensland University of Technology's Centre for Digital Childhoods, the Learning team supported the delivery of a Children's Parliament. Students from across the Australian Capital Territory—including from Ainslie Primary, Palmerston District School, Franklin School, Hawker Primary, The Lakes College, Throsby School and Yarralumla Primary—and from Queensland's Deception Bay State School participated. The event was opened by Distinguished Professor Susan Danby, Director, Australian Research Council Centre of Excellence for the Digital Child, and Senator David Pocock. Students discussed challenges and solutions relating to digital issues including AI, inappropriate content, age verification, misinformation, privacy and cyberbullying.

MoAD trialled pre-recorded storybook content, with author and illustrator Gregg Dreiser's reading of his book *One race* for National Harmony Week reaching over 800 teachers and students nationally.

MoAD is proud to continue its involvement with the PACER scheme. PACER programs support primary and secondary students, providing access to affordable, high-quality civics education for students travelling to Canberra. In 2025–26, MoAD welcomed 80,126 students and 8,166 teachers from across Australia. Additionally, 967 teachers engaged in professional development opportunities, while 6,954 students were supported through national educational initiatives such as the What Matters? writing competition run by the Whitlam Institute; and the National History Challenge, managed by the Australian Government Department of Education, which is a free research-based competition for Australian students.

Through its partnership with the Office for Youth and the Office for Social Cohesion, MoAD continued to work with the Civic Engagement Youth Advisory Group. Young people from across Australia provided feedback on Democracy in a Box, reviewed media literacy resources, contributed to exhibition development and participated in program content creation. Their perspectives have helped shape MoAD's learning programs and supported broader discussions on social cohesion, volunteering, civics education and First Nations engagement.

Media

MoAD received over 10,000 media mentions in 2025–26 according to Streem data. This comprised 5,379 radio, 2,469 online, 1,984 television and 325 print and magazine mentions, and resulted in a cumulative potential audience reach of 170 million. This considerable increase in media mentions was driven by widespread media attention during the 50th anniversary of the dismissal of the Whitlam Government and election of the Fraser Government.

Media highlights include:

- coverage of the 50th anniversary of the dismissal of the Whitlam Government and election of the Fraser Government, in which OPH and MoAD's programming featured prominently, including in live broadcasts by ABC Canberra Radio, ABC National Radio and Sky News
- the launch of the *Behind the Lines* exhibition and announcement of the 2025 Political Cartoonist of the Year, Matt Golding, at the 2025 media preview event
- the launch event for *The Press Gallery* and the presentation of lifetime achievement awards to Laurie Oakes and Michelle Grattan AO.

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

Table 11 compares the 2025–26 targets and actual visitor engagement and program participation against those for the previous year.

Table 11: Engagement with MoAD programs and events, 2024–25 and 2025–26

Performance indicator	Result 2024–25	Target 2025–26	Result 2025–26
Number of visitors participating in public programs onsite and offsite	102,189	50,000	**68,976**
Number of students and teachers participating in school programs onsite and offsite	91,922	85,000	**96,340**
Number of students and teachers participating in virtual programs and online resources*	403,782	315,000	**536,920**
Teachers reporting relevance to the curriculum	98%	95%	**98%**
Teachers reporting overall satisfaction of learning programs	98%	95%	**98%**

* This measure was reported as two separate KPIs in 2024–25 and has been combined into a single KPI for 2025–26.

Digital engagement

During the year, MoAD achieved a reach of more than 12.9 million on social media and recorded 387,321 social media engagements, 1.1 million website users and more than 2 million website visits, substantially exceeding annual targets.

The number of social media engagements was lower than in 2024–25, reflecting the significant boost to engagements in that year fuelled by the May 2025 election and MoAD's paid social media campaign that addressed mis- and dis-information.

The number of Instagram followers grew by nearly 10,000, from 8,650 to 17,595. This was due to the diversity of content posted, timely participation in popular trends, and collaborations with comedian Sammy J and artist Sam Wallman that introduced MoAD to new audiences.

The best performing post across all social media channels was an Instagram carousel—posted on International Day of Democracy—highlighting the uniqueness of Australian democracy. This post received 698,037 views, 329 comments and 1,565 saves, demonstrating audience engagement with MoAD's core remit: the value and history of Australia's democracy. The most visited (53,615 views) piece of content across all MoAD websites was an article titled 'Defining Democracy,' again demonstrating engagement with MoAD's core purpose.

MoAD exceeded its website user and visit targets, despite decommissioning 19 websites during the reporting period. This decommissioning project is successfully consolidating MoAD's web presence for security and resourcing purposes, while migrating quality content and maintaining user engagement.

Table 12 compares the 2025–26 targets and actual digital presence and audience engagement against those for the previous year.

Table 12: MoAD's digital presence and audience engagement, 2024–25 and 2025–26

Performance indicator	Result 2024–25	Target 2025–26	Result 2025–26
Social media engagements	659,760	177,000	**387,321**
Social media reach*	9,064,119	4,200,000	**12,934,805**
Website users**	617,860	925,000	**1,126,468**
Website visits***	1,446,073	1,100,000	**2,036,703**

* Measured by number of impressions

** Number of individuals who accessed the MoAD website

*** Measured by number of pageviews



CASE STUDY:

Democracy in a Box

On 5 August 2025, MoAD officially launched the Democracy in a Box pilot program at Hermit Park State School in Townsville.



Bringing democracy into the classroom

Democracy in a Box is a groundbreaking civics and citizenship education outreach program developed for Year 5 and 6 students and their teachers. Through hands-on learning experiences, the program empowers students to explore Australia's democratic story and investigate issues that matter to them and their communities. The program features a collection of highly engaging curriculum-aligned games, books, lesson plans, teacher guides, posters and classroom activities, providing teachers with practical resources that bring democracy to life in engaging and meaningful ways.

Development

Developed by MoAD with the support of Tim Fairfax AC and Gina Fairfax AC, the pilot was designed to improve access to high-quality civics and citizenship education for students in geographically remote and disadvantaged communities. Participating schools received curriculum-aligned resources and learning experiences that helped students explore Australia's democratic system, understand their role in civic life and investigate issues that matter to their communities.

Above: Tim Fairfax AC, Gina Fairfax AC, MoAD staff member and the Hon Dame Quentin Bryce AD CVO, Democracy in a Box launch, Townsville, credit: Josephine Carter Photography

Launching a new approach to civics education

The launch brought together leaders from education, government and the community to celebrate the beginning of a new approach to civics education for regional and remote students.

Former Governor-General the Hon Dame Quentin Bryce AD CVO officially launched the program, and the event also featured speeches by the Hon Milton Dick MP, Speaker of the House of Representatives, and Samara Koidis, Principal of Hermit Park State School.

Other notable attendees included Phillip Thompson OAM MP, Member for Herbert; Tim Fairfax AC and Gina Fairfax AC; Jawoyn man Tenason Stark; and Chair of the Old Parliament House Board Mr Barrie Cassidy.

Reaching regional and remote communities

This event marked the public launch of the broader Democracy in a Box pilot program, which reached 50 regional and remote schools across Queensland and the Northern Territory between July and October 2025. Through a combination of classroom resource kits, live digital excursions and in-person school incursions, the program engaged more than 1,360 students and 90 teachers across public, Catholic, independent and university learning settings.

The pilot tested three delivery models: in-person outreach programs, live virtual excursions and resource-kit delivery. Feedback from participating teachers highlighted the quality and practicality of the resource kit, with many valuing the ready-to-use lesson plans, engaging books and classroom games. Teachers reported high levels of student enthusiasm, particularly during the digital excursions and interactive activities, which encouraged discussion, curiosity and deeper understanding of Australia's democratic system. The feedback demonstrated the program's success in making civics and citizenship learning accessible, relevant and enjoyable for students in regional and remote communities and established a strong case for a broader roll-out to all Australian primary schools.

Democracy in a Box launch, Townsville, credit: Josephine Carter Photography



Teacher feedback

"Students enjoyed playing the games, anything that is turned into a game is engaging and fun for the students—they felt excited about doing HASS."

"The class loved seeing the chambers and being able to ask questions to 'a real person.' Their knowledge definitely increased post program."

"We really enjoyed how interactive the incursion was, especially the emphasis on group work and team-building activities."

"Students loved the digital excursion and the back-and-forth interactions with the guide."

"I loved that everything you needed was in the box—no need to search for anything. The books were engaging, and the lesson plans were well-thought-out."

"The resources and lessons were engaging. It was good to have elements that supported my planning and made the lessons more interactive."

"The activities regarding community were very much suited to our demographic. The energy you guys brought was amazing."

"The whole content of the Democracy in a Box. So many different learnings and teachings."

"I found the interactive activities enabled students to link ideas established while investigating civics and democracy and connect personal as well as different parts of their community together."

Corporate governance

The Museum of Australian Democracy's (MoAD's) governance mechanisms ensure accountability and support a transparent, collaborative and efficient organisational culture.

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

In addition to the Board and its committees, 12 key committees inform the corporate governance of MoAD, as detailed in Table 13.

Table 13: Governance committees

Committee	Functions
Senior Management Group	• 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.
Heritage Actions Committee	• Assesses action proposals in accordance with Policy 2.1 of the Old Parliament House and Curtilage Heritage Management Plan 2021–2026. • Makes recommendations for the delegate to consider under the *Environment Protection and Biodiversity Conservation Act 1999*. • Requests 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	• 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.
Project Steering Committee	• Discusses and endorses the business cases for projects and any funding variations, which then go to the delegate for approval. • Approves off-project plans for relevant projects and ensures the commitment of allocated resources to projects. • Reviews capital expenditure and forecast reports. • Monitors the progress of projects and ensures that project targets are being met.
RAP Working Group	• Drives and tracks progress against Reconciliation Action Plan (RAP) deliverables. • Manages and reports on MoAD's RAP activities. • Facilitates consultation with interested staff, external stakeholders (as decided by the RAP Working Group and Senior Management Group) and Reconciliation Australia. • Reports to the Senior Management Group.
Disability Inclusion Plan (DIAP) Working Group	• 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 oversee and report on MoAD's DIAP activities. • Annual progress review by the Senior Management Group is regularly reported to the Board.
Work Health and Safety Committee	• Oversees health and safety matters, including identifying, developing and implementing consistent strategies to address work health and safety requirements. • Reports to the Senior Management Group on relevant matters and provides advice to employees.

Committee	Functions
Workplace Consultative Committee	• 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	• Ensures appropriate corporate planning and management of ICT assets and funding. • 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	• 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	• Manages any incident that may disrupt business as usual. • Provides a venue for decision-making, consultation and feedback on business continuity issues.
Security Committee	• Oversees the Security Management Framework. • Considers and endorses all security-related policies, security risk assessments and crowded places assessments. • Considers and endorses the annual Protective Security Policy Framework compliance report. • Considers and endorses the annual Cyber Security Survey.

Strategic planning

Planning continued in 2025–26 for the centenary of Old Parliament House (OPH) in 2027, including the development of new exhibitions, interpreted heritage spaces, public programs and visitor experiences. Strategic planning also included capital works projects to support exhibition delivery, improved visitor access, and the long-term conservation and renewal of the nationally significant heritage building.

Strategic planning also included workforce capability and succession planning to ensure MoAD has the skills, expertise and capacity required to deliver its strategic priorities and centenary program.

Disability Inclusion Action Plan

Implementation of the new three-year Disability Inclusion Action Plan commenced during 2025–26, embedding accessibility and inclusion considerations into organisational planning and decision-making.

Life Cycle Cost Plan

MoAD's Life Cycle Cost Plan was reviewed and updated during 2025–26. The plan identifies the key building and exhibition assets managed by MoAD and estimates their useful life and replacement costs.

The Life Cycle Cost Plan maps capital investment requirements over a 15-year period and supports the prioritisation, sequencing and budgeting of capital works projects. It also informs longer-term funding requirements associated with maintaining, conserving and renewing a nationally significant heritage asset.

Collection Development Plan

MoAD's Collection Development Plan guides the growth, management and long-term stewardship of the collection, ensuring that it continues to support MoAD's purpose of exploring and communicating the story of Australian democracy.

During 2025–26, a review of the Collection Development Plan commenced to ensure collection priorities remain aligned with organisational objectives and emerging opportunities. The review will help to shape the future development of the collection, ensuring that it continues to support research, exhibitions, learning programs and public engagement while strengthening the representation of Australian democracy, government and the history of OPH.

MoAD maintains robust collection management and acquisition processes, as outlined in the Old Parliament House Heritage Management Plan, to ensure acquisitions meet due diligence requirements and enhance the collection's significance and relevance. The collection supports research, exhibitions and public engagement, with strengths in Australian democracy and government, prime ministers, political movements and influencers, and the history of OPH as the home of Federal Parliament from 1927 to 1988.

Ethical standards

MoAD prioritises a safe, healthy and supportive workplace, fostering productivity, ethical behaviour and the prevention of discrimination and harassment. Our ethical standards align with the Australian Public Service (APS) Values, Employment Principles and Code of Conduct, as well as the Commonwealth Fraud Control Framework. These standards are supported by key policies and commitments, including the APS Code of Conduct Guidelines and MoAD's:

- SES Performance and Development Framework
- Risk Management Policy and Framework
- Fraud and Corruption Control Plan
- Public Interest Disclosure Policy
- Privacy Policy
- Gifts and Benefits Policy
- Workplace Behaviours Policy
- Psychosocial Safety Policy
- Reconciliation Action Plan
- Workplace Diversity Commitment
- Disability Inclusion Action Plan
- Mental Health First Aid Officers
- Harassment Contact Officers
- Integrity and Transparency Policy
- Client Service Charter.

MoAD maintains a rolling program to review and update its policies and guidelines to ensure they remain current. The Client Service Charter includes an online feedback form, which can also be downloaded and submitted by email or mail. No feedback was received via this channel during the reporting period.

Risk management

MoAD adopts a strategic, consistent and organisation-wide approach to risk management, balancing opportunities with risks to support strong governance, informed decision-making, and accountability. Risk management is embedded in daily operations, with all staff actively engaged in identifying and managing risks across the organisation.

The Risk Management Policy and Framework[1] provides the foundation for:

- confident and rigorous planning, budgeting and reporting
- proactive identification and management of opportunities and threats
- improved incident response and risk mitigation
- clear understanding of staff roles, responsibilities and authorities in managing risk
- a culture of continuous improvement through enhanced communication and reporting.

The Risk Management Framework includes a Risk Assessment Matrix that helps define MoAD's appetite and tolerance for risk and is supported by seven key risk categories that are endorsed by the Audit, Finance and Risk Committee and approved by the Board. These are set out in Table 14.

[1] MoAD's Risk Management Framework is based on the International Standard on Risk Management (ISO 31000:2018) and the Commonwealth Risk Management Policy 2023.

Table 14: MoAD's key risk categories

Risk	Description
Health and safety	**People** Failure to provide for the health and safety of all staff, volunteers, visitors and tenants. **Building** Failure to manage health and safety hazards presented by our unique operating environment and the associated risks of visitor engagement in a heritage building. **Construction** Failure to ensure construction suppliers and other contractors have adequate safety systems in place and that they are regularly monitored and reported.
Security	**Physical** Failure to provide a physically safe space for all staff, volunteers, visitors and tenants. **Data** Failure to prevent data breaches. **Cyber** Failure to provide robust and secure technology.
Preservation and maintenance of historical building and collections	**Asset and heritage fabric** Failure to manage and maintain the heritage building, its exhibitions and other infrastructure. **Heritage values and collections** Loss of, or damage to, the heritage values, building and/or collections and reputational damage.
Staff	**Capability and capacity** Failure to attract and retain skilled staff and volunteers resulting in impacts on activities/projects.
Financial sustainability	**Budget** Failure to fulfil Old Parliament House's purpose because of the impact on financial resources available from financial policy and the impact of efficiency dividends and parameter adjustments on appropriation. **Capability and resilience** Failure to care for the heritage building and its collections and to invest in enabling systems, resilience to cyber threats and the ability to attract and retain skilled staff. **Own-source revenue** Failure to maintain and grow Old Parliament House's own-source revenue generation capacity.
Audience engagement and experience	**Visitation and reputation** Failure to attract, engage and grow audience and visitor numbers (onsite and online) and prevent impacts on MoAD's brand and reputation.
Governance and management framework	**Governance/assurance** Failure to maintain a robust governance system and culture and appropriate management systems and practices. **Compliance/law** Failure to comply with relevant legislation, exposing MoAD to potential litigation and penalties.

MoAD continues to participate in the Comcover Risk Management Benchmarking Program and consistently achieves a result of 'Embedded.'

In 2025–26, MoAD embedded new Business Continuity Plans across all areas of the organisation, strengthening its preparedness for potential disasters or major disruptions.

Fraud control

MoAD maintains robust procedures for fraud and corruption prevention, detection, investigation, reporting and data collection, tailored to the agency's needs and aligned with the Commonwealth Fraud Control Framework and the *National Anti-Corruption Commission Act 2022*. Fraud is reported as a standing item to the Audit, Finance and Risk Committee. During the reporting year, no suspected fraud cases were identified and no investigations were required.

Public interest disclosure

MoAD's Public Interest Disclosure Policy promotes a strong internal reporting culture by encouraging staff to raise concerns about suspected wrongdoing. The policy provides support and protection for those who disclose, and ensures that all matters disclosed are investigated in line 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. MoAD has appropriate directors' and officers' liability insurance cover through the Commonwealth's general insurer, Comcover.

External scrutiny

In 2025–26, 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 2025–26 financial statements.

Procurement

MoAD reviewed its internal procurement policies during the year and maintained compliance with the Commonwealth Procurement Rules. Further information on MoAD's procurement activities can be found on www.tenders.gov.au. MoAD had no instances of non-compliance with the Commonwealth Procurement Rules during the financial year.

Related entity transactions

During 2025–26, 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 2025–26, MoAD paid a total of $171,044.11 to media advertising organisations and $22,500 to market research organisations. No individual payments exceeded the reporting threshold under the *Commonwealth Electoral Act 1918*.

ICT maturity

MoAD continues to prioritise cyber security as a critical element of organisational resilience, recognising the increasing complexity of the threat environment and the importance of protecting the agency's systems, information and public-facing services. During 2025–26, MoAD continued to strengthen its cyber security posture, focusing its effort on practical, risk-based improvements that deliver the greatest uplift for the agency.

This included continued best-effort alignment with Australian Government cyber security expectations and maturity models, improvements to system configuration and monitoring, uplift of identity and access controls, and ongoing investment in staff awareness and capability as a key first line of defence. MoAD's approach remains centred on continuous improvement, with cyber risks, controls and maturity periodically reviewed to ensure security practices remain proportionate, effective and aligned with government guidance as much as is practicable.

Ministerial directions and government policy orders

In November 2025 the Minister for the Arts, the Hon Tony Burke MP, provided MoAD with a Statement of Expectations, and MoAD responded with a Statement of Intent. Both statements are available on the MoAD website. In 2025–26 MoAD was not subject to government policy orders and had no significant issues relating to non-compliance with the finance law to report under section 19 of the *Public Governance, Performance and Accountability Act 2013*.

Our workforce

At 30 June 2026, MoAD employed 153 people under the *Public Service Act 1999*, all of whom are based in Australia.

Our workforce includes:

- ongoing employees
- non-ongoing specific term and specified task employees
- non-ongoing irregular/intermittent employees
- the Director, who is a statutory office holder
- two Deputy Directors, who are Senior Executive Service officers.

MoAD currently has 70 volunteers, who have completed 6,894 volunteer hours. During the year, 17,721 tours were provided by volunteers and Museum Experience Officers.

In 2025–26, MoAD supported workforce capability through regular staff communications, targeted learning and development opportunities, updates to human resources policies, implementation of a salary increase under the workforce determination, and training in cultural awareness, leadership and workplace wellbeing.

All new staff participated in training modules about the APS Values and the APS Employment Principles, respectful workplaces, digital records, and work health and safety (WHS).

All staff completed mandatory refresher training on heritage, security, phishing awareness, AI fundamentals, fraud and WHS. These programs were delivered online via MoAD's LearnHub learning management system.

Table 15: Ongoing employees at 30 June 2026

	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	0	0	0	1	0	1	0	0	0	0	0	0	0	0	0	1
QLD	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SA	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
TAS	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
VIC	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
WA	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
ACT	22	4	26	49	14	63	0	0	0	0	0	0	0	0	0	89
NT	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
External territories	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Overseas	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total	**22**	**4**	**26**	**50**	**14**	**64**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**90**

Table 16: Non-ongoing employees at 30 June 2026

	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	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
QLD	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SA	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
TAS	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
VIC	0	0	0	0	1	1	0	0	0	0	0	0	0	0	0	1
WA	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
ACT	5	15	20	13	29	42	0	0	0	0	0	0	0	0	0	62
NT	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
External territories	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Overseas	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total	**5**	**15**	**20**	**13**	**30**	**43**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**63**

Remuneration

Table 17 provides details of executive remuneration.

Table 17: Executive remuneration

Name	Position	Base salary ($)	Super contribution ($)	Long service leave ($)	Total remuneration ($)
Barrie Cassidy	Chair	50,043.19	6,005.29	0.00	56,048.48
Lenda Oshalem	Deputy Chair	25,031.60	3,003.70	0.00	28,035.30
Gai Brodtmann	Sitting Member	23,779.12	2,853.41	0.00	26,632.53
Sarah Davies AM	Sitting Member	25,031.60	3,003.70	0.00	28,035.30
Sue Knowles	Sitting Member	25,031.60	3,003.70	0.00	28,035.30
Niki Savva	Sitting Member	25,031.60	3,003.70	0.00	28,035.30
Hon Warren Snowdon	Sitting Member	25,031.60	3,003.70	0.00	28,035.30
Stephanie Bull	Director from February 2023	360,992.28	55,896.44	0.00	416,888.72
Bernard Finucane	Deputy Director	22,778.55	3,077.65	0.00	25,856.20
Andrew Harper	Deputy Director (outgoing)	282,901.85	52,023.84	10,760.70	345,686.39
Anna O'Leary	Deputy Director	16,029.35	2,476.42	0.00	18,505.77
Lee Pluis	Deputy Director (outgoing)	241,373.55	44,142.54	0.00	285,516.09
Total					**1,315,310.69**

Table 18 sets out each Audit, Finance and Risk Committee member's remuneration and attendance during the year.

Table 18: Audit, Finance and Risk Committee members at 30 June 2026

Name	Position	Committee membership remuneration	Meetings attended/ eligible to attend
Ms Robyn McClelland	Chair	$10,127.52	4/4
Ms Gai Brodtmann	Member	$0	4/4
Ms Stephanie Cargill	Member	$0	3/4

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:

- mandatory WHS training for all employees, volunteers and contractors to ensure they are aware of their responsibilities under the WHS Act
- 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 Comcare Regional Engagement Plan, under which Comcare undertakes inspections to monitor compliance with the WHS Act and the Work Health and Safety Regulations 2011
- procurement and contracting procedures that outline legislative requirements and the responsibilities of contractors in relation to WHS
- alignment of 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).

MoAD contributes 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 (HMP), which includes our obligations under the EPBC Act.

Our heritage management framework, including the HMP 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.

In 2025–26 the agency continued its program of energy efficiency, water conservation and waste reduction measures to reduce its impact on the environment. The agency's Carbon Roadmap initiatives (CRIs) and Environmental Sustainability Action Plan have identified initiatives to upgrade plant and equipment and install solar generation, which will lead to a 41 per cent reduction in annual carbon dioxide equivalent (CO_2-e) emissions and reduce annual energy consumption by 72 per cent. The CRIs will be implemented in future years subject to capital funding availability.

CO_2 emissions

APS Net Zero 2030 is the government's policy for the APS to reduce its greenhouse gas emissions to net zero by 2030 and transparently report on its emissions. As part of the Net Zero in Government Operations Strategy, non-corporate Commonwealth entities, corporate Commonwealth entities and Commonwealth companies are required to report on their operational greenhouse gas emissions.

MoAD's greenhouse gas emissions inventory (Table 19) provides an overview of the agency's greenhouse gas emissions. Results are presented based on CO_2-e emissions. Greenhouse gas emissions have been calculated in line with the APS Net Zero Emissions Reporting Framework, consistent with the whole-of-Australian Government approach as part of the APS Net Zero 2030 policy.

Not all data sources were available at the time of the report, and amendments to data may be required in future reports.

The tables below provide a breakdown of MoAD's CO_2-e 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 upstream and downstream, each reflecting a different category of emissions.

Emissions for electricity, gas and solid waste from tenants' operations—including the Australian Public Service Commission, the Australian Electoral Commission and the National Australia Day Council—are included in the emissions reporting below.

There are two internationally recognised methods for calculating electricity emissions:

- location-based method, reflecting an entity's electricity emissions based on its geographic location
- market-based method, reflecting an entity's electricity emissions based on its electricity purchasing decisions.

Table 19 presents MoAD's CO_2 emissions.

Table 19: Greenhouse gas emissions inventory—location-based method, 2025–26

Emission source	Scope 1 t CO_2-e	Scope 2 t CO_2-e	Scope 3 t CO_2-e	Total t CO_2-e
Electricity (location-based method)	n/a	1,835.17	86.03	1,921.20
Natural gas	624.89	n/a	158.86	783.75
Solid waste	0.00	n/a	1,685.24	1,685.24
Refrigerants*	6.38	n/a	n/a	6.38
Fleet and other vehicles	0.00	n/a	0.00	0.00
Domestic commercial flights	n/a	n/a	25.39	25.39
Domestic car hire	n/a	n/a	0.56	0.56
Domestic travel accommodation	n/a	n/a	4.14	4.14
Other energy	0.00	n/a	0.00	0.00
Total t CO_2-e	**631.27**	**1,835.17**	**1,960.22**	**4,426.66**

Note: The table above presents emissions related to electricity usage using the location-based accounting method. CO_2-e = carbon dioxide equivalent.

* Reporting on refrigerants is being phased in over time as emissions reporting matures and may be an optional source in 2025–26 emissions reporting. See the Emissions Reporting Framework for more details.

MoAD's electricity-related CO_2 emissions for 2025–26 are presented in Table 20.

Table 20: Electricity greenhouse gas emissions, 2025–26

Emission source	Scope 1 t CO_2-e	Scope 2 t CO_2-e	Scope 3 t CO_2-e	Electricity kWh
Location-based electricity emissions	1,835.17	86.03	1,921.2	2,867,453.04
Market-based electricity emissions	55.52	7.54	63.05	68,532.13
Total renewable electricity[1]	n/a	n/a	n/a	2798920.92
Renewable power percentage[2]	n/a	n/a	n/a	49,5782.64
Jurisdictional renewable power percentage[3]	n/a	n/a	n/a	2,303,138.29
GreenPower[2]	n/a	n/a	n/a	0
Large-scale generation certificates[2]	n/a	n/a	n/a	0

Note: The table above presents emissions related to electricity usage using both the location-based and the market-based accounting methods. CO_2-e = carbon dioxide equivalent. Electricity usage is measured in kilowatt-hours (kWh).

[1] Excludes behind-the-meter solar other than generation used to create large-scale generation certificates (LGCs).

[2] The renewable power percentage (RPP) accounts for the portion of electricity used, from the grid, that falls within the Renewable Energy Target (RET).

[3] The Australian Capital Territory is currently the only state with a jurisdictional renewable power percentage (JRPP).

Emissions resulting from the use of electricity, gas and waste from/by the following tenants' operations are included in the emissions reporting of OPH:

- Australian Public Service Commission
- Australian Electoral Commission
- Parliamentary Works Support Services
- National Australia Day Council
- Restaurant Associates
- The Order of Australia Association
- Australian Museums and Galleries Association
- University of New South Wales
- The United Nations Information Centre.

Financial statements

Summary of financial management and performance

An unmodified audit report on the 2025-26 financial statements was received from the Australian National Audit Office. The notes to the audited financial statements explain the key numbers.

In particular, the commentary on variances to budget for each of the statements highlights the specific events that occurred during the year that affected the results.

Total income for the year was $39.323 million (budgeted $26.689 million) and total expenditure including depreciation was $43.850 million (budgeted $29.579 million) resulting in an operating deficit of $4.527 million. The operating deficit is also impacted by timing differences between the continuing costs of remediation of the hail damage in January 2020 and the reimbursement of the costs from insurance, and the non-cash heritage depreciation.

Revenue from government was $22.846 million. Income from own sources amounted to $16.477 million and included reimbursements from insurance claims. MoAD also received equity injections of $0.219 million for the preservation and conservation of its heritage furniture collection and acquisition of new collection items.

At 30 June 2026 cash on hand totalled $13.953 million (at 30 June 2025 it was $22.557 million) and included $2.914 million in accrued expenses and $3.145 million held in reserve for employee entitlements. The remainder is for other committed operational and capital expenditure.

Australian National Audit Office

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 2026:

(a) comply with Australian Accounting Standards – Simplified Disclosures and the *Public Governance, Performance and Accountability (Financial Reporting) Rule 2015*; and

(b) present fairly the financial position of the Entity as at 30 June 2026 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 2026 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 the financial statements, comprising material accounting policy information 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 their 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.

Other information

The Accountable Authority is responsible for the other information. The other information comprises the information included in the annual report for the year ended 30 June 2026 but does not include the financial statements and my auditor's report thereon.

My opinion on the financial statements does not cover the other information, and accordingly I do not express any form of assurance conclusion thereon.

In connection with my audit of the financial statements, my responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or my knowledge obtained in the audit, or otherwise appears to be materially misstated.

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If, based on the work I have performed, I conclude that there is a material misstatement of this other information, I am required to report that fact. I have nothing to report in this regard.

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.

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



Michelle Page

Senior Executive Director

Delegate of the Auditor-General

Canberra

8 October 2026

Statement by the Board, the Director and the Chief Financial Officer

In our opinion, the attached financial statements for the year ended 30 June 2026 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 that the 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
8 October 2026



Ms S Bull
Director
8 October 2026



Mr P Gilmore
Chief Financial Officer
8 October 2026

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Statement of Comprehensive Income

for the period ended 30 June 2026

	Notes	2026 $	2025 $	Original Budget $
NET COST OF SERVICES				
Expenses				
Employee benefits	1.1A	16,023,179	13,054,924	12,270,000
Suppliers	1.1B	19,391,205	18,810,477	8,714,000
Depreciation and amortisation	3.2A	8,344,972	8,209,873	8,595,000
Interest cost on RoU asset	1.1C	90,510	98,392	-
Write-down and impairment of other assets	1.1D	-	5,703	-
Total expenses		**43,849,866**	**40,179,369**	**29,579,000**
Own-source income				
Own-source revenue				
Revenue from contracts with customers	2.1A	1,233,189	1,154,742	1,302,000
Interest income	2.1B	965,271	1,434,628	525,000
Rental income	2.1C	1,518,675	2,062,694	2,016,000
Sponsorship and grants	2.1D	456,887	618,975	-
Other revenue	2.1E	12,303,343	8,034,428	-
Total own-source revenue		**16,477,365**	**13,305,467**	**3,843,000**
Gains				
Other gains	2.1F	-	18,662	-
Total gains		**-**	**18,662**	**-**
Total own-source income		**16,477,365**	**13,324,129**	**3,843,000**
Net (cost of)/contribution by services		**(27,372,501)**	**(26,855,240)**	**(25,736,000)**
Revenue from Government	2.2A	22,846,000	22,290,000	22,846,000
Deficit from continuing operations		**(4,526,501)**	**(4,565,240)**	**(2,890,000)**
OTHER COMPREHENSIVE INCOME				
Items not subject to subsequent reclassification to net cost of services				
Changes in asset revaluation reserve	3.2A	11,535,392	-	-
Total comprehensive income		**7,008,891**	**(4,565,240)**	**(2,890,000)**

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

Statement of Comprehensive Income Budget Variances Commentary

Old Parliament House (OPH) has a single Outcome that is reported in the Overview note. OPH operates in a changing environment with the development of new exhibitions and visitor experiences alongside managing the heritage value of the building and museum content. As a result, activities and events that occur during the year may not have been anticipated when preparing the budget.

The original budget as presented in the 2025–26 Federal Budget Portfolio Budget Statements (PBS) is provided for comparison with the final financial outcome in accordance with the Australian Accounting Standards. The budget does not reflect changes to appropriations announced by the Commonwealth Government in the Mid-Year Economic and Fiscal Outlook (MYEFO) or the 2025–26 Federal Budget.

Explanation of major variances are provided below. Variances are considered major where the variance between budget and actual is greater than 10% and $300,000.

Employee benefits	OPH had higher levels of non-ongoing staffing related to initial activities for the centenary of the building in 2027.
Supplier expenses	The variance to budget is due to the cost of remediation works from the hail storm that artificially inflated supplier expenditure and are subject to insurance reimbursement. OPH does not budget for insurance remediation activities due to their uncertain nature.
Revenue from contracts with customers Sponsorship and grants	The budget for sale of goods and rendering of services in the Portfolio Budget Statements relates to both revenue from contracts with customers and sponsorship and grants which are separately disclosed in the financial statements. The variance to budget relates to increased performance by the shop at Old Parliament House following a refurbishment completed in July 2026.
Interest Income	The variance to budget for interest income resulted from variances in the expected timing of the 2025-26 Appropriation Bills.
Rental Income	The variance to budget is due to remediation works from the hail storm, which required areas of the building to be closed off while works were finalised.
Other revenue	Other revenue consists of reimbursement of insurance claims for the hail damage. OPH does not budget for insurance claims due to their uncertain nature.
Other comprehensive income	The variance to budget is due to the revaluation of the Old Parliament House building and plant and equipment. OPH does not budget for revaluation which is performed by independent valuers.

Statement of Financial Position

as at 30 June 2026

	Notes	2026 $	2025 $	Original Budget $
ASSETS				
Financial assets				
Cash and cash equivalents	3.1A	13,953,088	22,556,750	20,860,000
Trade and other receivables	3.1B	2,125,933	912,841	533,000
Total financial assets		**16,079,021**	**23,469,591**	**21,393,000**
Non-financial assets				
Right of use building	3.2A	1,921,026	2,195,458	3,106,000
Heritage and cultural building	3.2A	113,391,408	102,283,317	109,917,000
Heritage and cultural collections	3.2A	11,862,864	11,797,862	-
Plant and equipment	3.2A	7,375,810	4,675,431	5,536,000
Other intangibles	3.2A	31,001	48,523	216,000
Inventories	3.2B	181,503	125,887	107,000
Other non-financial assets	3.2C	72,210	58,027	80,000
Total non-financial assets		**134,835,822**	**121,184,505**	**118,962,000**
Total assets		**150,914,843**	**144,654,096**	**140,355,000**
LIABILITIES				
Payables				
Suppliers	3.3A	1,939,586	1,495,648	519,000
Other payables	3.3B	975,074	2,531,924	982,000
Total payables		**2,914,660**	**4,027,572**	**1,501,000**
Interest bearing liabilities Leases				
Lease – right of use building	3.4A	2,133,521	2,354,489	2,033,000
Total interest bearing liabilities		**2,133,521**	**2,354,489**	**2,033,000**
Provisions				
Employee provisions	4.1A	3,144,943	2,778,207	1,785,000
Total provisions		**3,144,943**	**2,778,207**	**1,785,000**
Total liabilities		**8,193,124**	**9,160,268**	**5,319,000**
Net assets		**142,721,719**	**135,493,828**	**135,036,000**
EQUITY				
Contributed equity		94,089,550	93,870,550	97,873,000
Reserves		73,956,136	62,420,744	62,421,000
Retained surplus/(Accumulated deficit)		(25,323,967)	(20,797,466)	(25,258,000)
Total equity		**142,721,719**	**135,493,828**	**135,036,000**

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

Statement of Financial Position Budget Variances Commentary

Explanation of major variances are provided below. Variances are considered major where the variance between budget and actual is greater than 10% and $300,000.

Cash and cash equivalents	The variance to budget is primarily due to additional expenditure on capital projects utilising cash reserves for projects funded in previous financial years.
Trade and other receivables	Variances to budget is due to the final settlement for the transfer of the Spirit of Service exhibition from the Australian Public Service Commission which was agreed to be paid early.
Right of use building	OPH has a Right of Use asset for the storage of its collection items. The variance to budget is due to differences in accounting treatment which has been updated in the 2026-27 Portfolio Budget Statements.
Heritage and cultural building Heritage and cultural collections	The budget for heritage and cultural assets include both the building and collections which are separately disclosed in the financial statements. The variance to budget is due to the revaluation of the building as reflected in other comprehensive income, and a higher spend on capital projects utilising cash reserves.
Plant and Equipment	The variance to budget is due to the revaluation of property plant and equipment, and higher spend on exhibition projects utilising cash reserves.
Supplier payables	The variance to budget is due to the timing of large invoices relating to the capital works program.
Employee provisions	The variance to budget reflects higher than budgeted employee numbers and a higher average employee provision balance.
Reserves	The variance to budget is due to the revaluation of the Old Parliament House building and plant and equipment. OPH does not budget for revaluation which is performed by independent valuers.

Statement of Changes in Equity

for the period ended 30 June 2026

	Notes	2026 $	2025 $	Original Budget $
CONTRIBUTED EQUITY				
Opening balance as at 1 July				
Balance carried forward from previous period		93,870,550	88,552,550	97,654,000
Adjusted opening balance		**93,870,550**	**88,552,550**	**97,654,000**
Transactions with owners				
Contributions by owners				
Equity injection		-	5,000,000	-
Equity injection – Collection development and acquisitions budget – CDAB		219,000	318,000	219,000
Total transactions with owners		**219,000**	**5,318,000**	**219,000**
Closing balance as at 30 June		**94,089,550**	**93,870,550**	**97,873,000**
RETAINED EARNINGS				
Opening balance				
Balance carried forward from previous period		(20,797,466)	(16,232,226)	(22,368,000)
Adjusted opening balance		**(20,797,466)**	**(16,232,223)**	**(22,368,000)**
Comprehensive income				
Deficit for the period		(4,526,501)	(4,565,240)	(2,890,000)
Total comprehensive income		**(4,526,501)**	**(4,565,240)**	**(2,890,000)**
Closing balance as at 30 June		**(25,323,967)**	**(20,797,466)**	**(25,258,000)**
ASSET REVALUATION RESERVE				
Opening balance				
Balance carried forward from previous period		62,420,744	62,420,744	62,421,000
Adjusted opening balance		**62,420,744**	**62,420,744**	**62,421,000**
Comprehensive income				
Other comprehensive income		11,535,392	-	-
Total comprehensive income		**11,535,392**	**-**	**-**
Closing balance as at 30 June		**73,956,136**	**62,420,744**	**62,421,000**
TOTAL EQUITY				
Opening balance				
Balance carried forward from previous period		135,493,828	134,741,068	137,707,000
Adjusted opening balance		**135,493,828**	**134,741,068**	**137,707,000**
Comprehensive income				
Surplus/(Deficit) for the period		(4,526,501)	(4,565,240)	(2,890,000)
Other comprehensive income		11,535,392	-	-
Total comprehensive income		**7,008,891**	**(4,565,240)**	**(2,890,000)**
Transactions with owners				
Contributions by owners				
Equity injection		-	5,000,000	-
Equity injection – CDAB		219,000	318,000	219,000
Total transactions with owners		**219,000**	**5,318,000**	**219,000**
Closing balance as at 30 June		**142,721,719**	**135,493,828**	**135,036,000**

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

Accounting policy

Equity Injections

Amounts appropriated which are designated as 'equity injections' for a year (less any formal reductions) are recognised directly in contributed equity in that year.

Statement of Changes in Equity Budget Variances Commentary

Explanation of major variances are provided below. Variances are considered major where the variance between budget and actual is greater than 10% and $300,000.

Reserves	The variance to budget is due to the revaluation of the Old Parliament House building and plant and equipment. OPH does not budget for revaluation which is performed by independent valuers.
Deficit for the period	Refer to variance commentary on the Comprehensive Income Statement for expenditure and income variances that contribute to the comprehensive income deficit.

Cash Flow Statement

as at 30 June 2026

	Notes	2026 $	2025 $	Original Budget $
OPERATING ACTIVITIES				
Cash received				
Appropriations		22,846,000	22,290,000	22,846,000
Sale of goods and rendering of services		1,982,553	1,268,828	3,205,000
Interest		965,271	1,434,628	525,000
Rental Income		1,518,675	2,062,694	
GST received		2,530,602	1,591,102	
Other		8,224,005	10,106,294	83,000
Total cash received		**38,067,106**	**38,753,546**	**26,659,000**
Cash used				
Employees		15,805,642	13,756,485	12,670,000
Suppliers		19,652,593	19,982,458	9,014,000
Interest payments on lease liabilities		90,510	98,392	201,000
Total cash used		**35,548,745**	**33,837,335**	**21,885,000**
Net cash from operating activities		**2,518,361**	**4,916,211**	**4,774,000**
INVESTING ACTIVITIES				
Cash used				
Purchase of property, plant and equipment		(11,120,055)	(5,727,178)	(3,294,000)
Net cash used by investing activities		**(11,120,055)**	**(5,727,178)**	**(3,294,000)**
FINANCING ACTIVITIES				
Cash received				
Contributed equity		219,000	5,318,000	219,000
Total cash received		**219,000**	**5,318,000**	**219,000**
Cash used				
Principal payments of lease liabilities		220,968	203,280	283,000
Total cash used		**220,968**	**203,280**	**283,000**
Net cash from financing activities		**(1,968)**	**5,114,720**	**(64,000)**
Net increase in cash held		(8,603,662)	4,303,753	1,416,000
Cash and cash equivalents at the beginning of the reporting period		22,556,750	18,252,997	19,444,000
Cash and cash equivalents at the end of the reporting period	**3.1A**	**13,953,088**	**22,556,750**	**20,860,000**

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

Cash Flow Statement Budget Variances Commentary

Explanation of major variances are provided below. Variances are considered major where the variance between budget and actual is greater than 10% and $300,000.

Sale of goods and rendering of services	The budgeted cash flows for sale of goods and rendering of services relates to income from revenue from contracts with customers; sponsorships, grants and donations; and rental income. The variances are in line with those items in the statement of comprehensive income and the receivables variances in the statement of financial position.
Interest	The variance to budget for interest receipts is in line with the variance on the statement of comprehensive income.
Other cash received	The variance is due to insurance reimbursements not included in budget estimates as described on the statement of comprehensive income.
Employees	The variance is due to OPH engaging more employees than anticipated, as described on the statement of comprehensive income.
Suppliers	The variance is due to hail remediation costs not included in budget estimates as described on the statement of comprehensive income.
Purchase of property, plant and equipment	Purchases of property, plant and equipment were above the original budget due to the timing of project implementation and utilisation of cash reserves, as described in the budget variances on the Statement of Financial Position.

Overview & Summary of Significant Accounting Policies

Old Parliament House (OPH) is a not-for-profit Corporate Commonwealth Entity (CCE). The objectives of OPH are to conserve Old Parliament House as a significant national heritage site and to deliver the functions of the Museum of Australian Democracy at Old Parliament.

Domiciled and incorporated in Australia, its registered office address is: 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 Old Parliament House in its present form and with its present programs is dependent on Government policy and on continuing funding by Parliament for OPH's administration and programs.

The Basis of Preparation

The financial statements are required by:

a. section 42 of the *Public Governance, Performance and Accountability Act 2013*.

The financial statements have been prepared in accordance with:

a. *Public Governance, Performance and Accountability (Financial Reporting) Rule 2015* (FRR); and
b. 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 whole dollars, unless other specified.

New Accounting Standards

Adoption of New Australian Accounting Standard 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.

Comparative figures

When required by accounting standards, comparative figures have been adjusted to conform to changes in presentation for the current financial year. Accordingly, adjustments have been made to comparatives to ensure consistency with 2025-26 disclosures.

Significant Accounting Judgements and Estimates

Taxation

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.

Events After the Reporting Period

Departmental

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

Financial Performance

This section analyses the financial performance of OPH for the year ended 2026.

1.1 Expenses

	2026	2025
	$	$
1.1A: EMPLOYEE BENEFITS		
Wages and salaries	11,821,303	9,797,620
Superannuation		
Defined contribution plans	1,869,253	1,548,798
Defined benefit plans	727,996	437,829
Leave and other entitlements	1,604,627	1,270,677
Total employee benefits	**16,023,179**	**13,054,924**

Accounting Policy

Leave – The leave liabilities are calculated on the basis of employees' remuneration at the estimated salary rates to be applied at the time the leave is taken (including OPH employer superannuation contribution) to the extent that leave is likely to be taken during service, rather than paid out on termination. The liability for long service has been determined in accordance with the Department of Finance long service leave short hand model.

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. CSS and PSS are defined benefits scheme, and PSSap a defined contribution scheme. OPH makes employer contributions to the employee's superannuation scheme at rates determined to be sufficient to meet the current cost to the government. OPH accounts for contributions to other funds 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.

	2026	2025
	$	$
1.1B: SUPPLIERS		
Goods and services supplied or rendered		
Audit fees	75,000	70,000
Consultants	4,000	58,917
Professional services	2,150,556	2,115,222
Travel	268,754	143,411
Building services and maintenance	12,331,381	12,848,321
IT services	1,133,096	1,141,469
Museum engagement and service delivery	1,121,746	941,839
Building insurance	1,660,618	795,114
Other	573,597	638,662
Total goods and services supplied or rendered	**19,318,748**	**18,752,955**
Goods supplied	9,067,762	9,561,430
Services rendered	10,250,986	9,191,525
Total goods and services supplied or rendered	**19,318,748**	**18,752,955**
Workers compensation expenses	72,457	57,522
Total suppliers	**19,391,205**	**18,810,477**

Accounting Policy

Short-term leases and leases of low-value assets

OPH has elected not to recognise right-of-use assets and lease liabilities for short-term leases of assets that have a lease term of 12 months or less and leases of low-value assets (less than $10,000 per asset). OPH recognises the lease payments associated with these leases as an expense on a straight-line basis over the lease term.

	2026	2025
	$	$
1.1C: INTEREST COST ON ROU ASSET		
Interest on lease liabilities	90,510	98,392
Total finance costs	**90,510**	**98,392**

Accounting Policy

All borrowing costs are expensed as incurred.

	2026	2025
	$	$
1.1D: WRITE-DOWN AND IMPAIRMENT OF OTHER ASSETS		
Impairment of property, plant and equipment	-	5,703
Total write-down and impairment of other assets	**-**	**5,703**

2.1 Own-Source Revenue and Gains

	2026	2025
	$	$
Own-Source Revenue		
2.1A: REVENUE FROM CONTRACTS WITH CUSTOMERS		
Sale of goods	415,272	212,114
Rendering of services	817,917	942,628
Total revenue from contracts with customers	**1,233,189**	**1,154,742**

Accounting Policy

OPH receives revenue from student admission fees, sale of shop merchandise and general tickets and tours. All revenue in this category is recognised at the time it is received and / or falls due.

	2026	2025
	$	$
2.1B: INTEREST INCOME		
Interest	965,271	1,434,628
Total interest	**965,271**	**1,434,628**

Accounting Policy

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

	2026	2025
	$	$
2.1C: RENTAL INCOME		
Rental income	1,518,675	2,062,694
Total rental income	**1,518,675**	**2,062,694**

Accounting Policy

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

	2026	2025
	$	$
2.1D: SPONSORSHIPS, GRANTS AND DONATIONS		
Sponsorships, grants and donations	456,887	618,975
Total sponsorship grants and donations	**456,887**	**618,975**

Accounting Policy

Sponsorships and Grants

OPH receives sponsorships and grants for travelling exhibitions and for other initiatives from time to time. Revenue is recognised when due under the terms of the grant and sponsorship agreements.

Donations

Donations are recognised as revenue when they are received.

	2026	2025
	$	$
2.1E: OTHER REVENUE		
Insurance claims refunds	8,667,328	7,479,193
Resources received free of charge	1,247,630	547,109
Other (including cash donations)	2,388,385	8,126
Total other revenue	**12,303,343**	**8,034,428**

Accounting Policy

Insurance Refunds

Other revenue also includes insurance refunds that is recognised when confirmation is received from the insurer (Comcover) that the claim has been approved.

Other revenue

OPH receives other revenue from sale of assets and rental of non-collection items to other museums. Revenue is recognised when the sale occurs or when due under the terms of the agreement with external parties.

Resources Received Free of Charge

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.

	2026	2025
	$	$
2.1F: OTHER GAINS		
Collection donations	-	18,662
Total other gains	**-**	**18,662**

Accounting Policy

Collection Donations

Contributions of collection assets at no cost of acquisition or for nominal consideration are recognised as gains at their fair value when the asset qualifies for recognition.

2.2 Revenue from Government

	2026	2025
	$	$
2.2A: REVENUE FROM GOVERNMENT		
Corporate Commonwealth Entity payments from Non-corporate Commonwealth Entities	22,846,000	22,290,000
Total revenue from Government	**22,846,000**	**22,290,000**

Accounting Policy

Revenue from Government

Funding received or receivable from non-corporate Commonwealth entities (appropriated to OPH) 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, Sports and the Arts.

Financial Position

This section analyses OPH assets used to conduct its operations and the operating liabilities incurred as a result.

Employee related information is disclosed in the People and Relationships section.

3.1 Financial Assets

	2026	2025
	$	$
3.1A: CASH AND CASH EQUIVALENTS		
Cash on hand or on deposit	13,953,088	22,556,750
Total cash and cash equivalents	**13,953,088**	**22,556,750**

Accounting Policy

Cash is recognised at its nominal amount.

	2026	2025
	$	$
3.1B: TRADE AND OTHER RECEIVABLES		
Goods and services receivables		
Goods and services	1,663,256	227,931
GST Receivable from the Australian Taxation Office	340,793	388,152
Other	121,884	296,758
Total goods and services receivables	**2,125,933**	**912,841**

Accounting Policy

All trade and other receivables are expected to be settled within 12 months.

No indicators of impairment were found for trade and other receivables.

3.2 Non-Financial Assets

3.2A: RECONCILIATION OF THE OPENING AND CLOSING BALANCES OF PROPERTY, PLANT AND EQUIPMENT AND INTANGIBLES[1]

	Right of use (RoU) Building	Heritage and Cultural Building[1]	Heritage and Cultural collections[2]	Plant and equipment	Other intangibles[3]	Total
	$	$	$	$	$	$
As at 1 July 2025						
Net book value	2,195,458	102,283,317	11,797,862	4,675,431	48,523	121,000,591
Total as at 1 July 2025	**2,195,458**	**102,283,317**	**11,797,862**	**4,675,431**	**48,523**	**121,000,591**
Additions						
Purchase or internally developed	-	2,318,500	-	3,549,865	-	5,868,365
Works in Progress	-	3,919,120	65,002	538,611	-	4,522,734
Right-of-use assets	-	-	-	-	-	-
Donations	-	-	-	-	-	-
Revaluations and impairments recognised in other comprehensive income	-	11,373,650	-	161,741	-	11,535,391
Revaluations and impairments recognised in other comprehensive income for RoU assets	-	-	-	-	-	-
Depreciation and amortization	-	(6,503,180)	-	(1,549,838)	(17,522)	(8,070,540)
Depreciation on right-of-use assets	(274,432)	-	-	-	-	(274,432)
Reclassifications	-	-	-	-	-	-
Disposals	-	-	-	-	-	-
Total as at 30 June 2026	**1,921,026**	**113,391,408**	**11,862,864**	**7,375,810**	**31,001**	**134,582,109**

1. The 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.
2. Plant and equipment that met the definition of a heritage and cultural item (H&C) was disclosed in the H&C asset class. During the year, a change in accounting policy removed the $2,000 asset threshold for recognition.
3. Intangibles include computer software, internally developed software and other intangible assets.

i. 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 assesses each asset class to ensure the carrying values equate to fair value. This year the professional valuation was completed over all asset classes. The fair value of non-financial assets is disclosed at Note 3.2. The highest and best use of 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

a. Heritage and 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 the 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 life and anticipated residual value of the asset.

During the financial year, additional capital works were completed (disclosed at Note 3.2). OPH has assessed the carrying value of the building, and the additions, at fair value.

b. Heritage and 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 if there is not a directly observable market price for that exact asset, the valuer measures the value with a similar asset of equivalent heritage significance for which market records do exist.

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

c. Infrastructure, plant & equipment

The fair value of IPE is based on market observations unless the asset is a specialised or special-use facility which is valued on a depreciable replacement cost basis.

ii. 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 value as at the reporting date. The regularity of independent valuations depends upon the volatility of movements in market values for 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 stated to the revalued amount.

OPH obtained independent valuations as at 30 June 2026 for all classes; Heritage Building, Heritage and Cultural assets and Property, Plant and Equipment.

Fair value for each class of asset are determined as shown in the table 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

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

Non-financial asset contractual commitments all relate to expenditure for the 2025-26 financial year and amount to $9,797,372 (2025: $20,635,799). The balance reflects the final construction phase of the current capital works program.

iv. Acquisition of assets

Assets are recorded at cost on acquisition or transfer excepted 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.

v. 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 (excluding Heritage and Cultural items), 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).

Heritage and cultural Collections items are recognised when accessioned at their acquisition value.

vi. 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	2026	2025
Heritage and cultural assets – building	5-45 years	5-45 years
Heritage and cultural assets – collection	Indefinite	Indefinite
Property, plant and equipment	3-10 years	3-10 years
Intangibles	3-5 years	3-5 years
Right of use asset	Life of lease	Life of lease

vii. Impairment

All assets were assessed for impairment as at 30 June 2026. Where indications of impairment exist, the asset's recoverable amount is estimated, and an impairment adjustment made if the recoverable amount is less than its carrying amount.

The recoverable amount of an asset is the higher of its fair value less cost 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.

viii. 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.

ix. Heritage and cultural assets

OPH has a variety of items in the Collection which relate to the building's 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.

x. Intangibles

OPH's intangible 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 for impairment at the reporting date.

xi. Right of use (RoU) assets

Leased RoU assets are capitalised at the commencement date of the lease, and comprise the initial lease liability amount, initial direct costs incurred when entering the lease, less any lease incentives received. These assets are accounted for by OPH as separate asset class to assets owned outright. An impairment review is undertaken for any RoU lease asset that shows indicators of impairment, and any impairment loss is recognised against any RoU asset that is impaired. Lease RoU assets continue to be measured at cost after initial recognition.

	2026	2025
	$	$
3.2B: INVENTORIES		
Inventories held for sale		
Finished goods	181,503	125,887
Total inventories held for sale	**181,503**	**125,887**

During the financial year $228,732 of inventory was recognised as expense. No impairment losses were recognised in the profit or loss.

Accounting Policy

Inventory is recognised at the time of purchase at cost price. Retail sales are recorded as revenue when received. Stock is expected to be sold within twelve months.

	2026	2025
	$	$
3.2C: OTHER NON-FINANCIAL ASSETS		
Prepayments	72,210	58,027
Total other non-financial assets	**72,210**	**58,027**

All other non-financial assets are expected to be recovered within 12 months. No indicators of impairment were found for other non-financial assets.

3.3 Payables

	2026	2025
	$	$
3.3A: SUPPLIERS		
Trade creditors and accruals	1,939,586	1,495,648
Total suppliers	**1,939,586**	**1,495,648**

	2026	2025
	$	$
3.3B: OTHER PAYABLES		
Salaries and wages	538,057	422,557
Superannuation	80,829	63,571
Prepayments received/unearned income	343,502	2,034,113
Other	12,686	11,683
Total other payables	**975,074**	**2,531,924**

Supplier and other payables are recognised at amortised cost. Liabilities are recognised to the extent that the goods or services have been received.

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

3.4 Interest Bearing Liabilities

	2026	2025
	$	$
3.4A: LEASES		
Lease liabilities	2,133,521	2,354,489
Total leases	**2,133,521**	**2,354,489**
Maturity analysis - contractual undiscounted cash flows		
Within 1 year	320,822	311,478
Between 1 to 5 years	1,382,466	1,342,200
More than 5 years	754,999	1,116,087
Total leases	**2,458,287**	**2,769,765**

Accounting Policy

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.' 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 3.2 Non-financial assets.

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.

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.

Lease ROU assets continue to be measured at cost after initial recognition.

People and relationships

This section describes a range of employment and post employment benefits provided to our people and our relationships with other key people.

4.1 Employee Provisions

	2026	2025
	$	$
4.1A: Employee provisions		
Leave	3,144,943	2,778,207
Total employee provisions	**3,144,943**	**2,778,207**
Employee provisions expected to be settled		
No more than 12 months	1,275,594	1,160,256
More than 12 months	1,869,349	1,617,951
Total employee provisions	**3,144,943**	**2,778,207**

Accounting Policy

Liabilities for short-term employee benefits and termination benefits expected within twelve months of the end of reporting period are measured at their nominal amounts.

Other long-term employee benefits are measured as net total of the present value of the defined benefit obligation at the end of the reporting period minus the fair value at the end of the reporting period of plan assets (if any) out of which the obligations are to be settled directly.

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 the 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 has been determined in accordance with the Department of Finance long service leave shorthand model. The estimate of the present value of the liability takes into account attrition rates and pay increases through promotion and inflation.

Separation and Redundancy

No provision is required for separation and redundancy of employees.

Superannuation

OPH staff are members of the Commonwealth Superannuation Scheme (CSS), the Public Sector Superannuation Scheme (PSS), or the PSS accumulation plan (PSSap), or other superannuation funds held outside the Australian Government. 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 employees' defined benefit 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.

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

4.2 Key Management Personnel Remuneration

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

	2026	2025
	$	$
Short-term employee benefits	1,123,056	804,788
Post-employment benefits	181,494	135,497
Other long-term employee benefits	10,761	63,309
Total key management personnel remuneration expenses[1]	**1,315,311**	**1,003,594**

1. The above key management personnel remuneration excludes the remuneration and other benefits of the Portfolio Minister. The Portfolio Minister's remuneration and other benefits are set by the Remuneration Tribunal and are not paid by the OPH.

The total number of key management personnel that are included in the above table is twelve (2025: thirteen).

4.3 Related Party Disclosures

Related party relationships:
OPH is an Australian Government controlled entity. Related parties to OPH are the Director, Deputy Directors, Board Members, 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.

Other information

5.1 Current/non-current distinction for assets and liabilities

	2026	2025
	$	$
5.1A: CURRENT/NON-CURRENT DISTINCTION FOR ASSETS AND LIABILITIES		
Assets expected to be recovered in:		
No more than 12 months		
Cash and cash equivalents	13,953,088	22,556,750
Trade and other receivables	2,125,933	912,841
Inventories	181,503	125,887
Total no more than 12 months	**16,260,524**	**23,595,478**
More than 12 months		
Right of use building	1,921,026	2,195,458
Heritage and cultural building	113,391,408	102,283,317
Heritage and cultural collection	11,862,864	11,797,862
Plant and equipment	7,375,810	4,675,431
Other intangibles	31,001	48,523
Other non-financial assets	72,210	58,027
Total more than 12 months	**134,654,319**	**121,058,618**
Total assets	**150,914,843**	**144,654,096**
Liabilities expected to be settled in:		
No more than 12 months		
Suppliers	1,939,586	1,495,648
Other payables	975,074	2,531,924
Leases	320,822	311,478
Employee provisions	1,275,594	1,160,256
Total no more than 12 months	**4,511,076**	**5,499,306**
More than 12 months		
Leases	1,812,699	2,043,011
Employee provisions	1,869,349	1,617,951
Total more than 12 months	**3,682,048**	**3,660,962**
Total liabilities	**8,193,124**	**9,160,268**

1. Inventories have been reclassified to assets expected to be recovered in no more than 12 months. Comparative figures have been updated to reflect this change.

6.1 Financial Instruments

	2026	2025
	$	$
6.1A: CATEGORIES OF FINANCIAL INSTRUMENTS		
Financial assets		
Loans and receivables		
Cash and cash equivalents	13,953,088	22,556,750
Trade and other receivables	1,785,140	524,689
Total financial assets	**15,738,228**	**23,081,439**
Financial Liabilities		
Financial liabilities measured at amortised cost		
Suppliers	1,939,586	1,495,648
Other payables	962,388	2,520,241
Total financial liabilities	**2,901,974**	**4,015,889**

1. Financial instruments exclude GST. Comparative figures have been updated to reflect this.

Accounting Policy

The net fair value of the financial assets and liabilities are their carrying amounts. OPH derived $965,271 interest income from financial assets in the current year (2025: $1,434,628).

6.1B: 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 3.1B.

6.1C: Liquidity Risk

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

6.2 Contingent Assets and Liabilities

At 30 June 2026, MoAD did not hold any contingent assets or liabilities.

Accounting Policy

Contingent liabilities and contingent assets are not recognised in the statement of financial position but are reported in the relevant schedules and notes. They may arise from uncertainty as to the existence of a liability or asset or represent an asset or liability in respect of which the amount cannot be reliably measured. Contingent assets are disclosed when settlement is probable but not virtually certain and contingent liabilities are disclosed when settlement is greater than remote.

List of reporting requirements

Section 17BE(u) of the Public Governance, Performance and Accountability Rule 2014 (PGPA Rule) requires this table to be included in entities' annual reports.

Table 21: Reporting requirements as per schedule 2A of the PGPA Rule

PGPA Rule reference	Part of report	Description	Requirement
17BE Contents of annual report			
17BE(a)	7	Details of the legislation establishing the body	Mandatory
17BE(b)(i)	7	A summary of the objects and functions of the entity as set out in legislation	Mandatory
17BE(b)(ii)	2	The purposes of the entity as included in the entity's Corporate Plan for the reporting period	Mandatory
17BE(c)	7	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)	55	Directions given to the entity by the Minister under an Act or instrument during the reporting period	If applicable, mandatory
17BE(e)	N/A	Any government policy order that applied in relation to the entity during the reporting period under section 22 of the Act	If applicable, mandatory
17BE(f)	N/A	Particulars of non-compliance with: 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	If applicable, mandatory
17BE(g)	23–50	Annual performance statements in accordance with paragraph 39(1)(b) of the Act and section 16F of the rule	Mandatory
17BE(h), 17BE(i)	N/A	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	If applicable, mandatory
17BE(j)	8–11	Information on the accountable authority, or each member of the accountable authority, of the entity during the reporting period	Mandatory
17BE(k)	7	Outline of the organisational structure of the entity (including any subsidiaries of the entity)	Mandatory
17BE(ka)	56–57	Statistics on the entity's employees on an ongoing and non-ongoing basis, including the following: a. statistics on full-time employees; b. statistics on part-time employees; c. statistics on gender; d. statistics on staff location	Mandatory
17BE(l)	16–22	Outline of the location (whether or not in Australia) of major activities or facilities of the entity	Mandatory

PGPA Rule reference	Part of report	Description	Requirement
17BE(m)	51–60	Information relating to the main corporate governance practices used by the entity during the reporting period	Mandatory
17BE(n), 17BE(o)	55	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): 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	If applicable, mandatory
17BE(p)	N/A	Any significant activities and changes that affected the operation or structure of the entity during the reporting period	If applicable, mandatory
17BE(q)	N/A	Particulars of judicial decisions or decisions of administrative tribunals that may have a significant effect on the operations of the entity	If applicable, mandatory
17BE(r)	N/A	Particulars of any reports on the entity given by: 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	If applicable, mandatory
17BE(s)	N/A	An explanation of information not obtained from a subsidiary of the entity and the effect of not having the information on the annual report	If applicable, mandatory
17BE(t)	N/A	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)	If applicable, mandatory
17BE(taa)	11–12, 58	The following information about the audit committee for the entity: 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)	57	Information about executive remuneration	Mandatory
17BF Disclosure requirements for government business enterprises			
17BF(1)(a)(i)	N/A	An assessment of significant changes in the entity's overall financial structure and financial conditions	If applicable, mandatory
17BF(1)(a)(ii)	N/A	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	If applicable, mandatory

PGPA Rule reference	Part of report	Description	Requirement
17BF(1)(b)	N/A	Information on dividends paid or recommended	If applicable, mandatory
17BF(1)(c)	N/A	Details of any community service obligations the government business enterprise has including: an outline of actions taken to fulfil those obligations; and an assessment of the cost of fulfilling those obligations	If applicable, mandatory
17BF(2)	N/A	A statement regarding the exclusion of information on the grounds that the information is commercially sensitive and would be likely to result in unreasonable commercial prejudice to the government business enterprise	Mandatory, if applicable
17BG Additional requirement for prescribed corporate Commonwealth entities			
17BG(2)	55	An assessment of the entity's performance against the Commonwealth Procurement Rules during the reporting period	If applicable, mandatory

Other legislative requirements

Provision	Act	Part of report
Section 311A	*Commonwealth Electoral Act 1918*	55
Section 516A	*Environment Protection and Biodiversity Conservation Act 1999*	25–28 52–53 58–60
Schedule 2, Part 4	*Work Health and Safety Act 2011*	58

List of abbreviations and acronyms

Abbreviation/acronym	Meaning
AD	Dame of the Order of Australia
AAS	Australian Accounting Standards
AASB	Australian Accounting Standards Board
ABC	Australian Broadcasting Corporation
AC	Companion of the Order of Australia
AM	Member of the Order of Australia
AO	Officer of the Order of Australia
APS	Australian Public Service
CFO	Chief Financial Officer
CSS	Commonwealth Superannuation Scheme
CVO	Commander of the Royal Victorian Order
DIAP	Disability Inclusion Action Plan
EPBC Act	*Environment Protection and Biodiversity Conservation Act 1999*
ESAP	Environmental Sustainability Action Plan
FBT	fringe benefits tax
FRR	Financial Reporting Rule
GST	goods and services tax
HASS	Humanities and Social Sciences
HMP	Heritage Management Plan
IT	information technology
ICT	information and communications technology
KPI	key performance indicator
MoAD	Museum of Australian Democracy
NAIDOC	National Aborigines and Islanders Day Observance Committee
NCP	National Cultural Policy
OAM	Medal of the Order of Australia
OM	Order of Merit
OPH	Old Parliament House
PACER	Parliament and Civics Education Rebate
PBS	Portfolio budget statements
PGPA Act	*Public Governance, Performance and Accountability Act 2013*
PGPA Rule	Public Governance, Performance and Accountability Rule 2014
PSS	Public Sector Superannuation Scheme
RAP	Reconciliation Action Plan
WHS	Work health and safety
WHS Act	*Work Health and Safety Act 2011*

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