

**CELEBRATE
THE
SPIRIT OF
AUSTRALIAN
DEMOCRACY
AND THE
POWER OF
YOUR VOICE
WITHIN IT**



**CORPORATE
PLAN
2016 - 2017**



**MUSEUM
OF AUSTRALIAN
DEMOCRACY**
OLD PARLIAMENT HOUSE

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INTRODUCTION

ON 1 JULY 2016 OLD PARLIAMENT HOUSE BEGAN OPERATIONS AS A CORPORATE COMMONWEALTH ENTITY UNDER THE *PUBLIC GOVERNANCE, PERFORMANCE AND ACCOUNTABILITY ACT 2013 (PGPA ACT 2013)*.

The Museum of Australian Democracy (MoAD) was launched as part of Old Parliament House (OPH) in 2009 to provide an enriched understanding and appreciation of Australia's political legacy and intrinsic value of our democracy.

As head of the accountable authority of the Museum of Australian Democracy at Old Parliament House, I present the Corporate Plan for the period 2016-17 to 2019-20 as required under paragraph 35(1)(b) of the *PGPA Act 2013*. The plan is prepared in accordance with the *Public Governance, Performance and Accountability Rule 2015*.

The Hon Dr David Kemp
Chairman
Museum of Australian Democracy
Old Parliament House

PURPOSE

AS DESCRIBED IN THE PGPA (ESTABLISHING OLD PARLIAMENT HOUSE) RULE OF 6 MAY 2016, THE EXPLANATORY STATEMENT AND THE PORTFOLIO BUDGET STATEMENTS 2016-17 THE PRINCIPAL FUNCTION OF OLD PARLIAMENT HOUSE IS TO PROVIDE AN ENRICHED UNDERSTANDING AND APPRECIATION OF AUSTRALIA'S POLITICAL LEGACY AND THE INTRINSIC VALUE OF OUR DEMOCRACY.

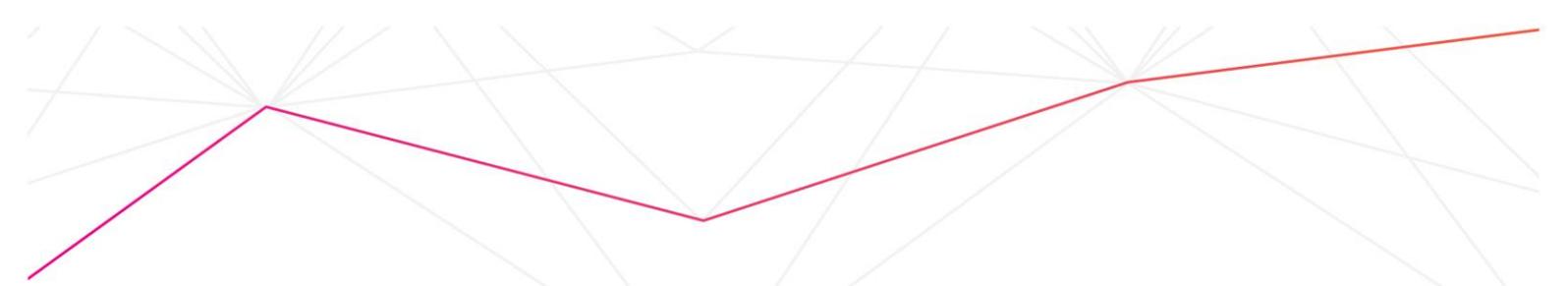
We do this through:

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

The Museum of Australian Democracy at Old Parliament House helps Australians and other visitors to understand and celebrate the spirit of Australian democracy and the 'power of your voice' within it, by:

- offering transforming and engaging experiences that enlighten and empower visitors through activities that are fun and meaningful, and
- conserving the building and heritage collections for future generations and communicating the spirit of this place of outstanding national significance to our visitors.

The years covered by this corporate plan will see our permanent exhibitions renewed, our schools learning programs expanded across all platforms, and a wide range of new activities and experiences to encourage engaged and informed citizenship and an understanding of Australia's political history.



EXTERNAL ENVIRONMENT

TO FULFIL ITS PURPOSE AND SUCCESSFULLY DELIVER OUTCOMES STAFF AND MANAGEMENT WILL BE REQUIRED TO ADDRESS SEVERAL ASPECTS OF THE CURRENT AND FUTURE OPERATING ENVIRONMENT.

Our priorities have been defined in the light of our analysis of this environment and potential future economic, financial and policy factors. The trends and drivers that will influence strategic planning over the next four years are:

FINANCIAL AND OPERATING FRAMEWORK

OPH now operates as a corporate entity under the PGPA Act 2013, effective from 1 July 2016. It receives the large bulk of its funding from the Government through the annual budget process.

As a newly constituted Corporate Commonwealth Entity, updated new operating environment has come into existence. Two of the key changes to the way in which the entity operates are:

- OPH has a Board and Director with prescribed functions and powers
- income and expenditure is under the direct control of OPH as a separate legal entity from the Commonwealth.

As a result of the establishment of the corporate entity OPH is, for the first time, in a position to generate alternate sources of revenue to enhance its operations.

A key objective of this corporate plan is to develop and implement a strategy for revenue generation and growth, to offset the underfunded exhibition and capital plan.

MARKET INFLUENCES

The Museum of Australian Democracy at Old Parliament House is one of the national cultural institutions in Canberra. These institution's National Museum Australia, National Portrait Gallery, National Library Australia, National Sound and Film Archive, National Archives of Australia, National Science and Technology Centre (Questacon) and National Gallery Australia are in competition for local, interstate and international visitors, based on a specific operating model of fee-paying, high profile 'blockbuster' events. With the exception of Questacon, general admission is otherwise free. The Museum's model differs, with a nominal, general admission fee at point of entry, and limited capacity for specific 'blockbuster' events. The current general entry fee does not reflect the value of offer, and a new proposition that is unique to the museum is a priority for the next year.

Through the course of the forward plan, we expect the market environment to be more demanding with increased competition from within the sector and from an increasingly particular 'experience-seeking' visitor on the lookout for something 'new and different'.

• Visitation

The past three years has seen a total general visitation increase of 80%. This has been due to increased exhibition offerings, a focus on family markets, and a growing skill in experiential or participatory events. Visitation is split evenly between new visitors, mostly coming to see the building, and return visitors coming for a specific event or participatory experience. Carefully curated events can attract 10,000 visitors per day (as seen with the Election Festival and the Magna Carta Medieval Fest), with visitors hungry for unusual, fun events that also are informative and to a high standard. The concept of 'unique experience' – a growing economic trend - provides an ongoing opportunity for growth and engagement.

Rate of growth year on year is expected to slow over the course of the plan, due in part to the changing digital trends, with a decline in website use and the cost barrier of engaging participatory experiences.

• Increased competition

The success of MoAD's *family activities* for 2015-16 has seen an increase in competition from other cultural institutions, with NMA and NLA introducing targeted activities for this market, a factor that provides both challenges in terms of competition and opportunities in terms of potential collaborations, and programming.

The schools learning market, is also facing competition with increased pressure from the non-compulsory providers to be included in the mandatory Parliament and Civics Education Rebate (PACER) category. While MoAD's current offerings are curriculum specific, facilitated and highly regarded, with new programs developed as the curriculum changes, opportunities for growth are limited due to capacity loads in the museum and staffing resources. This highlights the need to continue to ensure high quality, relevant and unique onsite and online learning program development and delivery. Growth will come from teacher training, the development of distance learning models and partnerships with targeted providers.

• International visitation

Recent figures from Visit Canberra show increases in the numbers of international and domestic visitors and in particular the length of time international visitors are staying in Canberra. The largest segment of Canberra's international visitors is those travelling from China. The introduction of direct flights between Canberra and Singapore later this year is expected to drive new opportunities for international visitors. 'In language' materials will be increasingly significant if we are to fully capitalise on these trends.

HERITAGE ENVIRONMENT

Old Parliament House was opened in 1927, and it served as the provisional parliament house until 1988. It housed the National Portrait Gallery from 1996-2008 and was opened in 2009 as the Museum of Australian Democracy. In 2006 Old Parliament House received National Heritage listing for its outstanding national significance and value, leading to the development of our first Heritage Management Plan in 2008 and the approval of the Old Parliament House and Curtilage Heritage Management Plan 2015-2020 (HMP) last year, statutory documents under the Environment Protection and Biodiversity Conservation Act (2003). Balancing 'old and new' and ensuring that the building remains a much cherished national asset is a key requirement of the period of this plan.

The building is now 90 years old, with outdated and non-compliant systems, undersized exhibition spaces and limited disability access. It is timely to formulate a long-term vision for how we best utilise this iconic national heritage building into the future, addressing issues of access, health and safety provisions, exhibition space and public spaces to provide for a vibrant museum into the future. The new vision will improve movement flow, provide additional commercial areas, deliver an improved visitor experience and support revenue generation through a mix of tenanted and staff areas. Key to this is the development of new gallery space, and the establishment of a learning wing commensurate with the importance of learning to the strategic vision of MoAD.

The proper conservation and sustainable use of built and cultural heritage is an enduring ambition shared by communities around Australia. In 2015 the Australian Government released the Australian Heritage Strategy¹ to ensure that the way in which heritage is identified, conserved and protected is the best it can be. The aim is that Australia's heritage is managed and protected according to world's best practice and that all Australians celebrate and feel a sense of pride in our shared heritage.

It sets out a framework for the next ten years to address heritage priorities against three high level outcomes of national leadership, strong partnerships and engaged communities.

Whilst the Strategy recognises the role of places on the National Heritage list as 'reflecting the Australian story',

limited funds are available for undertaking conservation works under the Protecting National Historic Sites grant program.

The Australia ICOMOS Burra Charter, which informs the Heritage Management Plan policies and is embedded within the Environment Protection and Biodiversity Conservation Act 1999 is world's best practice for making decisions about, or undertaking works to, places of cultural significance that delivers sound conservation outcomes. Core to this success is understanding the significance of a place and its tangible (fabric) and intangible (stories) values. Adequate time and resourcing for planning, research, decision making and seeking the best possible skilled practitioners is critical to ensuring long term positive heritage management.

Many of the state based and national institutions are seeking to embark on major building initiatives, which will put pressure on a limited pool of philanthropists and foundations. Opportunities within the government sector, too, are limited – with significant calls on the arts and environment department budgets, and few opportunities for increased funding.

However, the building is a much loved icon, as evidenced by the approximately 9,000 people who came to OPH on the federal election day 2016 to cast their vote, with a number driving from Sydney to participate. The affection held by the public for the building provides a key opportunity for growth in the implementation of this plan.

¹ <https://www.environment.gov.au/heritage/publications/australian-heritage-strategy>

SOCIAL TRENDS

- Democracy

Research shows that the satisfaction with democracy in Australia, and in particular trust in Australia's government and politicians, is now at its lowest level since 1996², with increasing mistrust in politicians and voting volatility at an all-time high. This is reflected internationally too³, and in more than 60% of the countries surveyed for the Eledman Trust Barometer's 2016 research trust levels were below 50%, and there a *'yawning trust gap between the elite and mass population'*

Freedoms across the world continue to be curtailed, with an overall drop for the ninth consecutive year. To quote Freedom House Trust's 2015 report *'acceptance of democracy as the world's dominant form of government – and of an international system built on democratic ideals – is under greater threat than at any point in the last 25 years'*⁴.

While more young people voted in the recent 2016 election than in 2013 (up from 30 to 50% registration according to the AEC) they continue to view mainstream political solutions as slow, wasteful and not relevant to them, feeling increasingly disenfranchised.

As trust in our mainstream institutions and their representatives decline, so too does the capacity for governments to engage with complex issues over the long term.

- The 21st century museum

Increasingly libraries and museums are engaging with the impact of accelerated technical, economic and social changes of the knowledge economy. A 2009 Smithsonian article sees 21st century museums as facilitators of civic engagement, agents of social change and moderators of complex issues, built around relevance, reflectiveness and responsibility. The US's Institute of Museum and Library Services have outlined clear shifts for the museum of the future.

² <http://www.ausbudget.org/news-and-commentary/natsem-budget-2016-who-do-you-trust-to-run-the-country/>

³ Economist – The world in 2016, A crisis of trust – a warning to both business and government

⁴ Freedomhouse.org/report/freedom-world-2015/discarding-democracy-return-iron-fist (downloaded 24/07/16)

- The 21st century museum (cont.)

20 TH CENTURY MUSEUM / LIBRARY	21 ST CENTURY MUSEUM / LIBRARY
Primarily content-driven	Combination of audience – and content-driven
Mostly tangible objects (art, books)	Combination of tangible and digital objects
One-way information (institution presents information to audiences)	Multi-directional (co-created experiences involving institution, audiences, and others)
Focus on presentation and display	Focus on audience engagement and experiences
Emphasis on enhancing knowledge	Emphasis on enhancing knowledge and 21 st century skills
Acts independently	Acts in highly collaborative partnerships
Located in community (operates independently)	Embedded in community (aligned with and acts as a leader on community needs/issues)
Learning outcomes assumed, implied (content knowledge and skills like critical thinking tend to be byproducts of programming)	Learning outcomes purposeful (content knowledge and 21 st century skills like critical thinking are visible, intentional outcomes of audience experiences)
Institution leads content development (content tightly edited and controlled)	Content co-created among diverse partners and audiences; accessible in multiple ways

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OPH is aware of these trends and is actively embracing them.

⁵ Museums Libraries and 21st century skills, by Institute of Museum and Library Services, July 2009, downloaded 24/716

TECHNOLOGY TRENDS

OPH acknowledges the exciting trends in developing technologies and considers digital applications as one of the tools for telling stories and enhancing the visitor experience.

- VR and AR - virtual and augmented reality are expected to boom as price points for hardware and content production decrease, and consumer demand for immersive experiences grows. Applications of this technology are already extending beyond entertainment and into news and education experiences, as well as beyond screen-based experiences and into environmental, ambient and wearable formats.
- Reimagining social communication and interaction - visual content (image and video) for self-expression continues to enjoy massive growth particularly in on-demand and real-time formats (Snapchat, Instagram, Facebook Live). This coupled with the proliferation of instant messaging (for customer-service, education and collaboration) is changing the nature and format of social communication and interactions.
- Participation - no longer a passive experience, visitors are demanding tailored experiences, including the opportunity to comment, participate, and even co-curate. The open culture movement of open source, open software, open creation calls for an opening up of content, encouraging people to reuse, remix and share material on their own terms. This trend is nuanced, with audience inclination to participate tempered by increasing privacy and security concerns, and a reluctance to share personal information publicly.

Against this backdrop, the museum has nascent capacity in the digital and interactive space. The high cost of developing our technical infrastructure and content systems to better harness the opportunities presented by digital will require significant investment. Organisations excelling in this space have established strategic partnerships with tech companies to leverage new technology in a cost-effective and mutually-beneficial way.

PLANNED PERFORMANCES

The activities undertaken by OPH are driven by our four strategic priorities that together support our purpose – *to celebrate the spirit of Australian democracy and the power of your voice within it*. These priorities are described below.

OUR ACTIVITIES	OUR STRATEGIC PRIORITIES	DELIVERY
Enriched Experiences	To provide a physical and digital space for important stories, enriched experiences and conversations, to celebrate and collaborate with our audiences around our democratic traditions.	There is a suite of engaging experiences for our visitors including exhibitions, events, play, festivals, theatre, talks and memorials and can take place onsite, digitally or out in the wider community.
Schools Learning	To be a nationally recognised conduit for civics and citizenship learning and ideas by providing programs and research that contributes to the extended conversations about democracy.	Through the delivery of meaningful, curriculum-based programs to our schools visitors we reach a substantial schools audience through onsite programs and digital offerings. These will reflect a diverse, relevant, engaging and inspiring approach to learning about democracy, civics and citizenship.
The Place	To communicate the spirit of Old Parliament House as a significant national heritage site and ensure the building and heritage collections are conserved for future generations.	We will deliver a heritage conservation program that is authentic, true and robust that will include maintenance, preservation, conservation and interpretation of the heritage building and all collections. We will meet our obligations to protect the heritage values of this nationally significant heritage place.
Our Organisational Culture	To build a culture and capabilities that enables us to ensure ongoing relevance and financial sustainability.	We will build of our culture and capabilities with a motivated staff, efficient systems and strong stakeholder relationships. We are empowered, capable and continually improve our processes, and value genuine, collaborative partnerships.

Enriched Experiences – Strategic Priority 1

TO PROVIDE A PHYSICAL AND DIGITAL SPACE FOR IMPORTANT STORIES, ENRICHED EXPERIENCES AND CONVERSATIONS, TO CELEBRATE AND COLLABORATE WITH OUR AUDIENCES AROUND OUR DEMOCRATIC TRADITIONS

INTENDED RESULTS

Delivery of a spectrum of experiences – exhibitions, events, learning programs and digital activities - that allow our audience to engage with the concepts and history of democracy in a manner that suits their specific needs.

Provision of programs and content that are transformative; that will empower our visitors through an experience that is meaningful where they can learn about democracy and the power of their voice within it, and where people can come together in democratic participation.

Continued development of digital capabilities, with digital thinking embedded into everyday activities. OPH is approaching an iterative operating environment where change is a constant.

DELIVERY STRATEGY

OPH will focus on the following areas in order to achieve these outcomes:

- invest in a welcoming, informed presence at the entrance and throughout the building, with quality visitor service experience and wayfinding, complemented by an accessible and interesting online presence
- deliver a suite of activities across exhibitions and events, tours and talks, and participatory community activities both onsite and online that have a resonance and relevance to audiences
- ensure that all major projects have a 'call to action' targeting public engagement
- partner with research institutes to develop an original narrative for Living Democracy
- identify, grow and empower key communities through social media, digital activities and onsite activities
- offer a high quality catering and hospitality experience.

PERFORMANCE MEASUREMENT AND ASSESSMENT*

KEY PERFORMANCE INDICATOR	TARGET 2016-2017	TARGET 2017-2018	TARGET 2018-2019	TARGET 2019-2020
Number of students participating in schools programs	74,500	74,500	74,500	74,500
Number of educational institutions participating in organised programs onsite	1,430	1,430	1,430	1,430
% of teachers reporting overall positive experience	95%	95%	95%	95%
% of respondents reporting relevance to curriculum	95%	95%	95%	95%

*Figures based on existing government appropriations and will be reviewed to reflect the new opportunities that will come out of the change to a Corporate Commonwealth Entity.

The Place – Strategic Priority 2

TO BE A NATIONALLY RECOGNISED CONDUIT FOR CIVICS AND CITIZENSHIP LEARNING AND IDEAS BY PROVIDING PROGRAMS AND RESEARCH THAT CONTRIBUTES TO THE EXTENDED CONVERSATIONS ABOUT DEMOCRACY.

INTENDED RESULTS

Delivery of a quality group of curriculum based schools programs for 80,000 primary and secondary school students' onsite and online with the capacity to empower and transform their thinking about what is an informed and engaged citizen.

DELIVERY STRATEGY

The limitation of current resources means limited opportunities for growth; despite this OPH will focus on the following areas in order to achieve these outcomes:

- ensure the delivery of high quality, curriculum-based programs to organised school groups
- continually improve and refresh learning programs to align with current curriculum and learning trends
- review and refresh existing and online programs
- identify new markets for programs, including outreach programs for teacher education
- present outcomes of work at conferences.

PERFORMANCE MEASUREMENT AND ASSESSMENT*

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The Place – Strategic Priority 3

TO COMMUNICATE THE SPIRIT OF OPH AS A SIGNIFICANT NATIONAL HERITAGE SITE AND ENSURE THE BUILDING AND HERITAGE COLLECTIONS ARE CONSERVED FOR FUTURE GENERATIONS.

INTENDED RESULTS

OPH is obliged and privileged to be responsible for the care of this National Heritage Listed place and as such must meet the requirements of *the Environment Protection and Biodiversity Conservation Act* to protect and interpret the values. OPH does this through the implementation of the *OPH and Curtilage Heritage Management Plan 2015-2020*.

Protecting and interpreting the building for future generations is vital to the success of our custodianship. Also, as this place is much cherished by many people, OPH recognises that capitalising on this attachment is vital to the longevity of the place.

OPH aims to make clearly targeted acquisitions to augment and strengthen the collection to ensure it continues to capture the ideas, movements, individuals and events of Australian democracy. OPH implements rigorous collection management procedures to ensure the appropriate professional standards are maintained and the collection is accessible, well managed and protected.

Through a thorough and detailed maintenance program, OPH aims for seamless operating and use of the building, its services and ICT systems.

DELIVERY STRATEGY

MoAD will focus on the following areas in order to achieve these outcomes:

- management and implementation of the conservation program for the building and collection, recognising the desire to open up more of the building for use
- exercise appropriate stewardship over the collections through ongoing accessioning, storage, conservation and monitoring; in particular storage consolidation onsite and offsite, and a strategy for de-accessioning
- further develop a prioritised long-term vision for the building
- continue to make targeted acquisitions through the Collection Development Plan
- ensure that heritage interpretation and values continue to be an element of the broader visitor experience and learning programs, in particular the schools program that caters for over 80,000 students and teachers each year
- manage the maintenance of the building, services and ICT
- implement a strategic process for the capital works program, recognising that the Life Cycle Cost Plan is underfunded.

PERFORMANCE MEASUREMENT AND ASSESSMENT*

KEY PERFORMANCE INDICATOR	TARGET	TARGET	TARGET	TARGET
	2016-2017	2017-2018	2018-2019	2019-2020
Number of acquisitions made	374	374	374	374
Number of objects accessioned	187	187	187	187
% of collection digitised	90%	90%	90%	90%
% of the collection available to the public	30%	30%	30%	30%

*Figures based on existing government appropriations and will be reviewed to reflect the new opportunities that will come out of the change to a Corporate Commonwealth Entity.

Our Organisational Culture Strategic Priority 4

TO BUILD A CULTURE AND CAPABILITIES THAT ENABLES US TO ENSURE ONGOING RELEVANCE AND FINANCIAL SUSTAINABILITY.

INTENDED RESULTS

OPH values a culture that empowers and motivates its staff; therefore it aims to be a workplace that actively encourages staff to be informed, creative, capable and committed to achieving strategic goals. This includes our volunteer base, who is a significant contributor to our success.

The skills and capability of board appointments will be an essential contribution to realising the vision for the museum.

The 1 July 2016 transition to a corporate entity for OPH means a number of changes; these are both in terms of our technical, operational procedures, and also in the way OPH needs to embrace thinking in terms of commerciality. OPH must prepare to be more active in generating revenue, entering into partnerships, creating constructive collaborations and embrace commercial opportunities to secure support for the needed enhancement of the visitor experience.

OPH aims to have a suite of systems that allow the entity to meet all its regulatory and operational requirements efficiently and productively.

DELIVERY STRATEGY

OPH will focus on the following areas in order to achieve these outcomes:

- support an internal culture that encourages motivated, empowered and efficient staff
- build internal capabilities to best utilise digital technologies
- encourage and utilise a vibrant and productive volunteer base
- develop and implement a strategy and framework describing philanthropic, sponsorship, partnership and grant goals. Focus on building partnerships and collaborations
- develop a broader resource base, including through lease arrangements and commercialising aspects of programs
- expand and increase use of enabling systems; in particular implement the new shared services arrangements, new corporate entity systems, HMP interactive, online learning, online booking system, intellectual property procedures and financial management system.



CAPABILITIES

OPH'S EXECUTIVE MANAGEMENT GROUP REGULARLY ASSESSES THE ENTITY'S CAPABILITY RELATING TO WORKFORCE PLANNING, ICT CAPABILITY AND CAPITAL INVESTMENT, TO ENSURE OPH CONTINUES TO FUNCTION AND FLOURISH IN A COMPETITIVE CULTURAL INSTITUTION MARKET.

Capability gaps that arise from the small size of OPH will be resolved as soon as possible within the resources available.

During 2016-17, OPH has some significant challenges relating to capability, each relating to a lack of resourcing and funding. These challenges relate to requirements for new skills and experience, management of the entity's Museum ICT network and the building's ongoing maintenance.

PEOPLE

Although OPH has a workforce of less than 100 people and 65 volunteers, we have a diverse range of skills and experience in exhibition and event management, digital application, curation, heritage, visitor experience, learning, site interpretation, building and facilities management, marketing and government administration. Our people are a significant asset, and their wellbeing continues to be a priority. Though OPH provides limited career-path opportunities, we will continue to ensure that OPH is a supportive, dynamic, and empowering workplace that welcomes ideas and creates opportunities for staff.

A continuing challenge for OPH is the ever changing trends in society and museum practice, one of which is the rise of digital technology and how it is used to enhance visitor experience and tell our story. OPH will continue to review workforce capabilities and capacities to ensure the specialist staff skills required continue to develop and grow with our needs. A focus will be placed on digital, commercial skills and leadership across the organisation to enable delivery of our strategic priorities.

ICT CAPABILITY

The primary ICT network is currently hosted and managed through a Shared Service Arrangement with the Attorney General's Department. This year will see us transition to a new shared service arrangement with the National Museum of Australia. This is an involved and resource intense project which is expected to be complete by December 2016.

The OPH Museum network is responsible for the provision of multimedia content, Wi-Fi and back-of-house functions associated with the building and its exhibitions. This network extends across both wireless and wired platforms at OPH. The OPH monitors trends and looks at advancement strategies for technology to enhance the visitor experience.

With a continuing focus on digital delivery of programs and community building, OPH will continue to seek additional revenue sources to ensure our capabilities can be maintained and enhanced in this area.

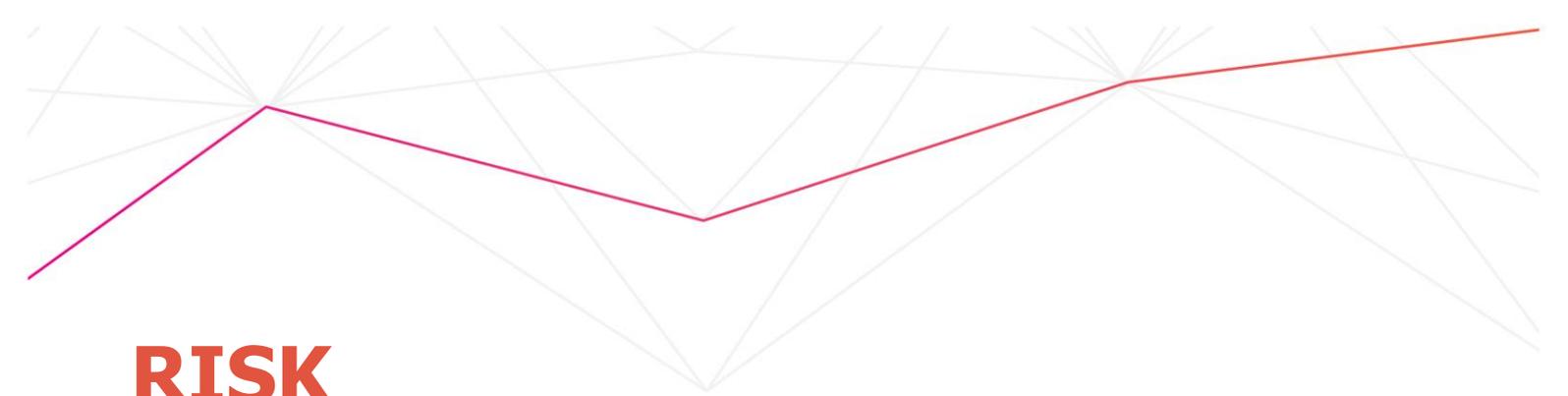
CAPITAL INVESTMENT STRATEGY

OPH maintains a Life Cycle Cost Plan (LCCP) that maps out the capital investment requirements for a 15 year period. This plan is reviewed and updated every two years.

As the LCCP requirements are well above our Administered Capital appropriation, works are prioritised on the basis of safety, compliance and risk. The entity's inability to fund the LCCP properly has significant implications for the building, its collections and exhibitions, in accordance with the Environment Protection and Biodiversity Conservation Act 1999 and the ACT Planning and Land Management Act 1988.

The entity will continue to prioritise critical works according to need, with a continued focus on cost saving and investigating additional revenue sources, including Government, to support the up keep of the building.

The ongoing upgrade and development of infrastructure and equipment for programs continues to be a challenge as equipment reaches its end-of-life and OPH strives to stay relevant in the new digital space.



RISK

SECTION 16 OF THE PGPA ACT PROVIDES THAT ACCOUNTABLE AUTHORITIES OF ALL COMMONWEALTH ENTITIES MUST ESTABLISH AND MAINTAIN APPROPRIATE SYSTEMS OF RISK OVERSIGHT, MANAGEMENT AND INTERNAL CONTROL FOR THE ENTITY.

The *OPH Risk Management Policy and Framework* provides the basis for:

- confident and rigorous decision-making, planning, budgeting and reporting
- pro-active rather than re-active management of opportunities and threats related to the entity's strategic and operational objectives
- improved incident management and potentially a reduction in loss and the cost of risk, including insurance premiums
- a clear understanding by all staff of their roles, responsibilities and authorities for managing risk
- the continuous improvement of our risk management culture through enhanced communication and reporting.

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

- risk appetite and tolerance levels, which have been incorporated in to the Risk Assessment Matrix
- clear approval and monitoring/reporting processes. Project or business as usual specific high or extreme risks identified through risk assessments are approved by the entity's Executive Management Group before being included in the Entity's Risk Register.