

MUSEUM
OF AUSTRALIAN
DEMOCRACY

OLD PARLIAMENT HOUSE

OLD PARLIAMENT HOUSE ANNUAL REPORT 2008–09

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Cover: The cover features images of Old Parliament House and the 9 May 2009 launch of the Museum of Australian Democracy.



Senator the Hon Joe Ludwig
Cabinet Secretary and Special Minister of State
Parliament House
CANBERRA ACT 2600

Dear Minister

I am pleased to forward to you the annual report on the operations of Old Parliament House for the year ended 30 June 2009.

Subsection 70(1) of the *Public Service Act 1999* requires that the Agency Head provide a report to the Agency Minister, for presentation to the Parliament.

I certify that this annual report has been prepared in accordance with s.70 of the *Public Service Act 1999* and the Requirements for Annual Reports approved by the Joint Committee of Public Accounts and Audit for 2008–09.

In addition, and as required by the Commonwealth Fraud Control Guidelines, I certify that I am satisfied that Old Parliament House has in place appropriate fraud control mechanisms to meet the agency's needs and comply with the guidelines.

Yours sincerely

Jenny Anderson
Director, Old Parliament House
8 October 2009

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The first of these is the *Journal of the American Medical Association* (JAMA), which has been the most influential of the medical journals in the United States since its founding in 1883. It is a weekly publication that covers a wide range of medical topics, from clinical medicine to public health. The journal is known for its high standards of scientific rigor and its commitment to providing accurate and reliable information to its readers. It is also known for its role in shaping medical policy and practice, as it often publishes articles that challenge the status quo and propose new ways of thinking about medicine.

The second of the three journals is the *New England Journal of Medicine* (NEJM), which was founded in 1812 and is the oldest of the three. It is a weekly publication that covers a wide range of medical topics, from clinical medicine to public health. The journal is known for its high standards of scientific rigor and its commitment to providing accurate and reliable information to its readers. It is also known for its role in shaping medical policy and practice, as it often publishes articles that challenge the status quo and propose new ways of thinking about medicine.

The third of the three journals is the *Lancet*, which was founded in 1823 and is the oldest of the three. It is a weekly publication that covers a wide range of medical topics, from clinical medicine to public health. The journal is known for its high standards of scientific rigor and its commitment to providing accurate and reliable information to its readers. It is also known for its role in shaping medical policy and practice, as it often publishes articles that challenge the status quo and propose new ways of thinking about medicine.

1

DIRECTOR'S
REVIEW

DIRECTOR'S REVIEW

The 2008–09 year for Old Parliament House was defined by change. We assumed a new role as the home of the Museum of Australian Democracy and new administrative arrangements as an Executive Agency.

The year was also characterised by achievement, as we successfully delivered an innovative and engaging new experience for visitors while maintaining our existing range and quality of services and carefully managing the heritage values of our unique site.

Achievements in 2008–09

In May 2006, the Australian Government announced a package of Budget initiatives for the redevelopment of Old Parliament House. These shaped the new visitor experience now known as the 'Museum of Australian Democracy at Old Parliament House'.

The museum initiatives include long-term exhibitions, interactive experiences incorporating digital technology, enhancements to the interpretation of

heritage spaces in the building, and outreach activities. Together, they offer an entertaining and informative experience through which visitors can explore the story of Australia's democracy and the heritage of the building.

The redevelopment involved the simultaneous detailed planning and development of a wide range of exhibits, activities and capital works projects. The entire south-east wing and large portions of the building's main floor, including the Parliamentary Library area and adjoining galleries and the former Cabinet Room, were refurbished.

The Museum of Australian Democracy was officially launched on Saturday, 9 May 2009—the eighty-second anniversary of the building's opening as Australia's provisional Parliament House. In the week of 9–15 May, 4,836 people attended museum opening events at Old Parliament House to enjoy the museum experience and take part in a wide range of activities celebrating the launch.

Under machinery of government changes effected on 1 July 2008, Old Parliament House ceased to be a responsibility of the Department of the Environment, Water, Heritage and the Arts (DEWHA) and became an Executive Agency within the Prime Minister and Cabinet portfolio. DEWHA, the portfolio department and the new agency worked together to make this a smooth transition.

The full range of management functions, including financial, human resources and information management, were successfully transferred to the new agency. We have established an effective framework of corporate policies and accountability mechanisms, as illustrated by this publication—our first annual report.

Old Parliament House rated well against all performance measures in the Portfolio Additional Estimates Statements 2008–09 and our budget was met in all key areas. We successfully progressed and completed the redevelopment on budget, within acceptable time frames, and in accordance with the requirements of the building's status as a heritage-listed site.

It is pleasing to note that, although the National Portrait Gallery moved to its own dedicated building and Old Parliament House underwent redevelopment during the year, visitor levels fell less than had been expected. Early figures following the launch of the Museum of Australian Democracy indicate a healthy resurgence in visitor numbers.

Challenges in 2009–10

We embrace the challenge of building our reputation as a major cultural institution and visitor attraction, in an increasingly competitive tourism market.

In 2009–10 we will evaluate and finetune our recently implemented exhibitions and programs and monitor and survey visitor satisfaction. We will also devise and implement a new forward program of temporary exhibitions and programs, and begin the process of planning for longer term developments.

The museum provides a rich resource from which further visitor, educational, interpretation, research and outreach programs can be drawn. We will look at ways in which this resource can be used to develop activities aimed at specific target audiences. Online services offer an effective means of addressing particular audience needs, and we will continue to expand our online activities and programs.



Image: Old Parliament House Director, Ms Jenny Anderson. Photo OPH Collection.

We will also continue to build cooperative relations and working partnerships with institutions and organisations whose interests in social, political and democratic history and issues complement the interests of the Museum of Australian Democracy.

Throughout these activities, we will continue to maintain Old Parliament House in accordance with its heritage status, while conserving and improving access to the site.

Acknowledgements

I congratulate and thank the staff of Old Parliament House, who showed outstanding dedication and professionalism in implementing the redevelopment and the transition to an Executive Agency. I also thank the volunteers for their valuable contribution to our tours and programs.

The advice and support of the Old Parliament House Advisory Council was invaluable. I particularly acknowledge the former Chair, the Rt Hon Doug Anthony, whose term expired in November 2008. Mr Anthony was a strong advocate for Old Parliament House during his nine years as

Chair and his contribution is greatly appreciated.

I welcome the new Advisory Council Chair, Mr William McInnes, who was appointed to the position in February 2009, and I am pleased that a close and productive working relationship has been established.

I would also like to pay tribute to Mr Fred Brenchley, a long-time Council Member, who passed away after the period covered by this Report. A noted journalist and author, Mr Brenchley made a substantial contribution during his time on the Council, particularly to the development of the Museum, and had recently been reappointed for a further two year term.

At the end of our first year as an Executive Agency, I look forward to continuing to work with staff, volunteers and our Advisory Council to ensure that the museum continues to grow and develop as a unique Australian cultural institution.



Jenny Anderson
Director, Old Parliament House
8 October 2009



Image: Senator the Hon Joe Ludwig, Cabinet Secretary and Special Minister of State.
Photo Auspic

2

AGENCY
OVERVIEW

AGENCY OVERVIEW

Role and functions

The building now known as 'Old Parliament House' was built as the first dedicated facility for the Parliament of Australia. Opened in 1927, the building served as the provisional home of the federal parliament for 61 years, until the parliament moved to the permanent Parliament House in 1988.

In 1992 the building was reopened as a public attraction. Since then, Old Parliament House has served various functions, including as the temporary home of the National Portrait Gallery, as well as a museum of Australian political, social and parliamentary history. A site of major heritage significance, it is included in both the Commonwealth Heritage List and the National Heritage List.

In 2008–09, Old Parliament House acquired a new role and identity as the home of the Museum of Australian Democracy. The launch of the museum in May 2009 greatly expanded the range of programs and exhibitions on offer, and established a new vision for Old Parliament House:

To celebrate, debate and experience the journey of Australian democracy.

Figure 1 sets out the values, mission and objectives for Old Parliament House in 2008–09, as set out in the 2008–11 Corporate Plan.



Image: The Prime Minister, the Hon Kevin Rudd MP, delivers a speech in Kings Hall, Old Parliament House, commemorating the centenary of the first Fisher Government, 13 November 2008.
Photo Chalk Studio

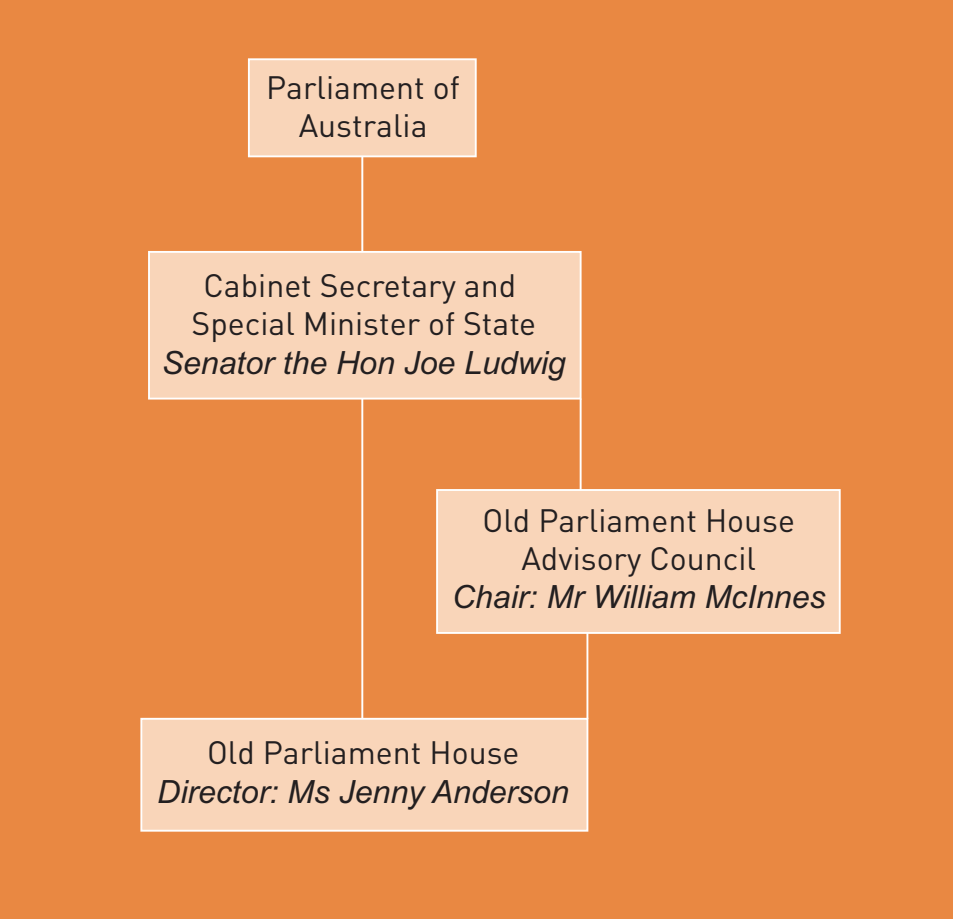
Figure 1 Values, mission and objectives

Values	<p>Old Parliament House is committed to:</p> <ul style="list-style-type: none"> • providing benefit to the community—it values its role in presenting learning and development opportunities to visitors • providing quality service—it seeks to meet the needs and expectations of its audiences and the community • recognising its heritage significance—the agency values the national significance of the site and its collections through best practice conservation • speaking with authority—activities are underpinned by scholarship and best practice museum interpretation • upholding the core values of the Australian Public Service—as a Commonwealth cultural institution, it seeks to follow and implement the Australian Public Service values in its dealings with staff, the public and its stakeholders.
Mission	<p>Providing a comprehensive visitor experience on site, online and through outreach, by:</p> <ul style="list-style-type: none"> • deepening understanding of Australia’s past, present and future democracy through public and scholarly activities • providing relevant, effective and engaging exhibitions, tours, public programs and events, interpretation and education programs • managing, conserving, interpreting, and presenting the heritage building and its collections for visitors • ensuring the provision of a range of complementary visitor services, such as catering and retail facilities.
Objectives	<p>Increase visitation and access to high-quality, interesting and entertaining exhibitions, tours, interpretation, education programs and other activities, both on-site and externally.</p> <p>Significantly expand its role and activities through the new Museum of Australian Democracy initiatives.</p> <p>Ensure that the building is maintained, conserved and capable of sustainable use in accordance with legislative obligations and the highest heritage standards.</p> <p>Implement effective governance arrangements, planning structures and staffing capability.</p>

Governance framework

Figure 2 outlines the governance framework in place for Old Parliament House at the end of 2008–09.

Figure 2 Governance framework at 30 June 2009





Portfolio and responsible minister

Since it reopened in 1992, Old Parliament House has been administered by a range of Australian Government agencies and departments. In 2007–08, its management was a responsibility of the former Department of Communications, Information Technology and the Arts (DCITA) until 3 December 2007, then the Department of the Environment, Water, Heritage and the Arts (DEWHA) until 30 June 2008.

In July 2008, Old Parliament House was established as an Executive Agency of the Commonwealth, located within the Prime Minister and Cabinet portfolio, with Senator the Hon John Faulkner, the then Cabinet Secretary and Special Minister of State, as responsible minister.

Senator the Hon Joe Ludwig became the responsible minister when he was appointed as Cabinet Secretary and Special Minister of State on 8 June 2009.

Advisory Council

The Advisory Council (previously known as the Governing Council) was established in 1997 to provide expert advice to the minister and senior management on the role, functions and activities of Old Parliament House. The council met five times in 2008–09.

Image: Advisory Council and Senior Management. (L–R) Mr Fred Brenchley, Dr Jane Lennon, Ms Kate Cowie, Mr William McInnes (Chair), Mr Geoff Pryor, the Hon Paul Calvert, the Hon Susan Ryan (Deputy Chair), Mr Peter Rush, Mr Andrew Harper, Ms Jenny Anderson. (Absent: Dr John Byron). Photo Chalk Studio

The guidelines for the council's operation were revised during the year. While the essential role of the council had not changed, the original constitution had not been thoroughly reviewed since its establishment. The changes in the agency's role and administration therefore presented an opportunity to refresh the document. Council members provided input into the development of a new charter, which received ministerial approval in January 2009.

Council members are appointed by the minister. In November 2008, the term of the council's long-serving Chair, the Rt Hon Doug Anthony, a former deputy prime minister, expired. In February 2009, Mr William McInnes, an author and actor, commenced a three-year appointment as Chair. Appendix B details the council's membership at 30 June 2009.

Executive Management Group

The Director and the two Deputy Directors form the agency's Executive Management Group.

Ms Jenny Anderson was appointed Director on 1 July 2008 for a two-year term. She has the responsibilities of the Head of an Executive Agency as set out in s. 66 of the *Public Service Act 1999*. These include managing the agency, and ensuring that the operations and administration of the agency are accountable to the government, parliament and public.

Mr Andrew Harper, the Deputy Director, Corporate and Heritage, is primarily responsible for activities relevant to the delivery of Output 1.1, which cover:

- corporate governance, including internal audit, risk management, fraud control, and business continuity
- finance services and procurement
- information and communications technology
- human resource management
- occupational health and safety
- support for the Advisory Council
- heritage management, including meeting obligations under the *Environment Protection and Biodiversity Conservation Act 1999*
- the conservation, security and upkeep of the building, including capital works
- management of the collection
- tenant liaison and contracts.

Ms Kate Cowie, the Deputy Director, Exhibitions, Research and Programs, is primarily responsible for activities relevant to the delivery of Output 1.2, which cover:

- collection development
- development and delivery of exhibitions, interpretive activities,

tours, education programs, online content and visitor services and programs

- development and implementation of the Museum of Australian Democracy initiatives, including the Australian Prime Ministers Centre and associated scholarship programs
- marketing
- management of the volunteers program.

Corporate services

DEWHA provided transitional corporate support services until 31 October 2008. Since 1 November 2008, Old Parliament House has implemented independent corporate support and governance arrangements, including:

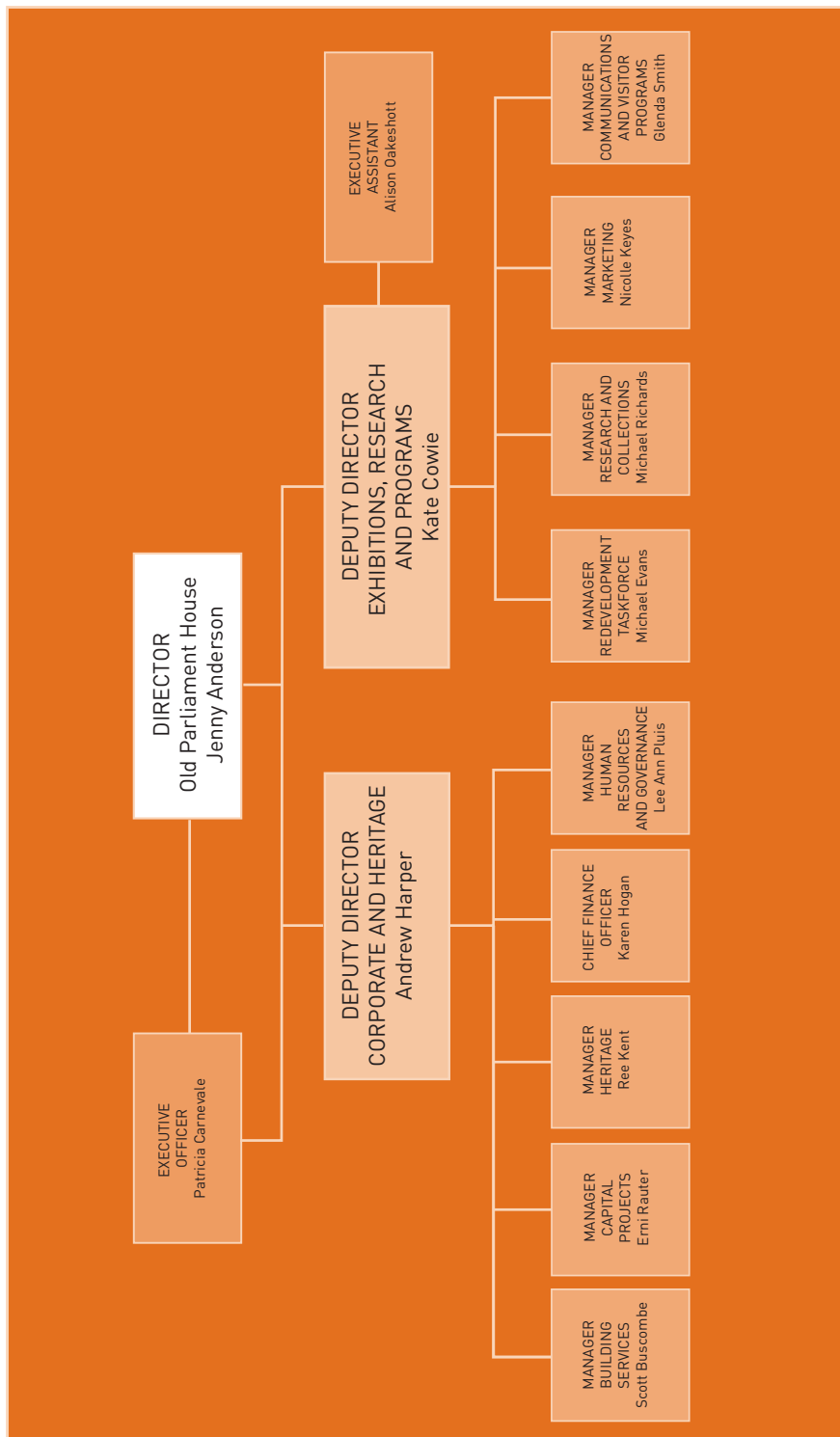
- corporate governance policies and operational procedures in areas such as occupational health and safety, audit, business continuity, fraud control and risk management
- human resource services
- payroll services, provided through the Department of the Prime Minister and Cabinet's contracted supplier
- a financial management and reporting system
- information technology services, provided through a memorandum of understanding with the Department of the Prime Minister and Cabinet.

More detail on these arrangements can be found in the 'Management and accountability' chapter.

Organisational structure

Figure 3 sets out the organisational structure of the agency and identifies the senior managers responsible for each area.

Figure 3 Organisational structure at 30 June 2009



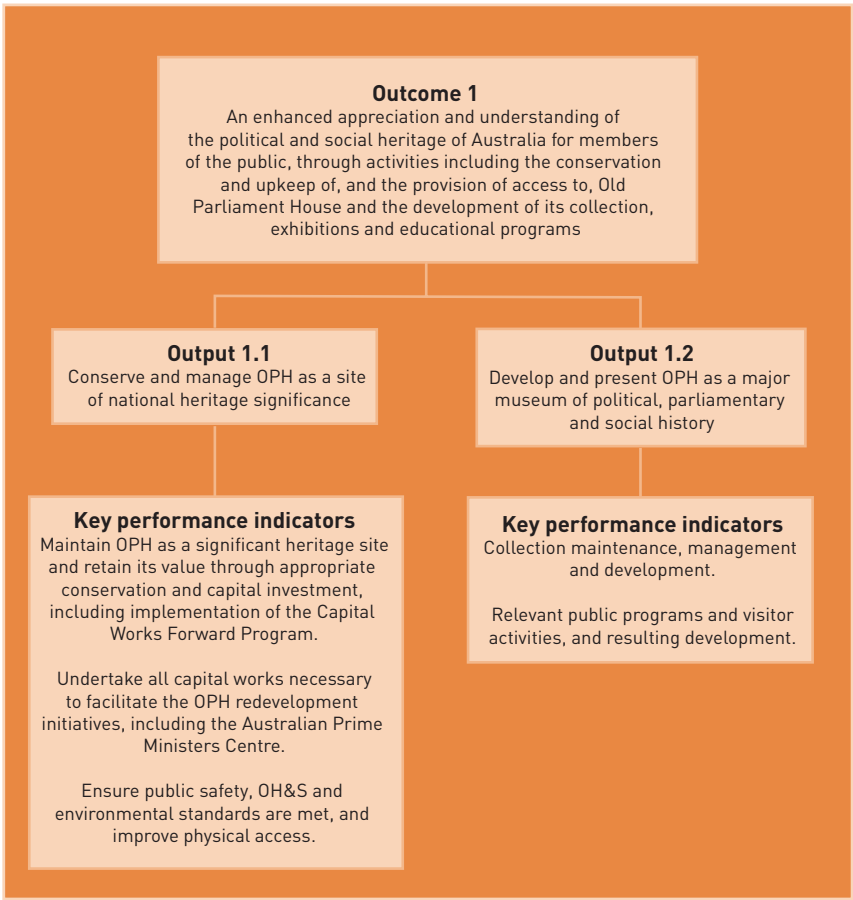
Outcome and output structure

The agency’s outcome and output structure is set out in the 2008–09 Portfolio Additional Estimates Statements for the Prime Minister and Cabinet portfolio. The agency has one outcome, delivered through two outputs.

The outcome, outputs and measures of performance used in this annual report do not differ from those set out in the Portfolio Additional Estimates Statements. The report on performance shows a clear relationship between the targets set out in the Portfolio Additional Estimates Statements and the results achieved in 2008–09.

Figure 4 shows the outcome and output structure, including key performance indicators.

Figure 4 Outcome and output structure, 2008–09



3

REPORT ON
PERFORMANCE

REPORT ON PERFORMANCE

Outcome 1

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

To achieve Outcome 1, the agency:

- develops and delivers attractions, programs and activities for the general public and educational programs for students
- supports scholarships and other research activities
- maintains the major heritage and historical site that is Old Parliament House.

‘Democracy to go on display at Old Parliament House’
– *The Age* 19 February 2009

Performance overview

Substantial activity occurred under all aspects of Outcome 1 in 2008–09.

Table 1 shows that all performance measures set out in the 2008–09 Portfolio Additional Estimates Statements for the two outputs that deliver Outcome 1 were met to a high degree. The reports on performance for Output 1.1 and Output 1.2 provide more details of results against the key performance indicators.



Image: Visitors exploring the *Australian Democracy 2000 Years in the Making* Interactive Timeline. Photo Chalk Studio

Table 1 Summary of results against 2008–09 Portfolio Additional Estimate Statements targets

Outcome 1—An enhanced appreciation and understanding of the political and social heritage of Australia for members of the public, through activities including the conservation and upkeep of, and the provision of access to, Old Parliament House and the development of its collection, exhibitions and educational programs.	
Output 1.1—Conserve and manage Old Parliament House as a site of national heritage significance.	
Target	Result
<i>KPI 1: Maintain OPH as a significant heritage site and retain its value through appropriate conservation and capital investment, including implementation of the Capital Works Forward Program.</i>	
Adherence to Heritage Management Plan and relevant legislation (including the <i>Environment Protection and Biodiversity Conservation Act 1999</i>) in operations.	Achieved
All development activity (other than Permitted Actions identified in the Heritage Management Plan) is assessed by the Heritage Actions Committee.	Achieved
Ongoing implementation of Human Impact Management Program.	Achieved
Heritage awareness training for staff, volunteers, contractors, tenants and school students (through education programs).	Achieved
Completion of Capital Works Forward Program for 2008–09.	Achieved
Completion of Conservation Works Program for 2008–09 (including conservation on representative sample benches and desks in the Chambers; Strangers Gallery floor; front doors; building external render; south-east wing garden; and partial reconstruction of Opposition Party Room and Office of the Leader of the Opposition).	Mostly achieved
<i>KPI 2: Undertake all capital works necessary to facilitate the OPH redevelopment initiatives, including the Australian Prime Ministers Centre.</i>	
All capital works projects (including refurbishment of south-east wing, redevelopment of former Parliamentary Library spaces) progressed and completed, as planned, to schedule and on budget by May 2009.	Achieved
<i>KPI 3: Ensure public safety, OH&S and environmental standards are met, and improve physical access.</i>	
Ongoing adherence to relevant legislation, guidelines and organisational plans.	Achieved
Relevant projects/activities undertaken in the year (including establishment and operation of OH&S Committee, Health and Safety Management Arrangements, Visitor Access Study, upgraded and additional lift services, new internal way-finding signage).	Mostly achieved

Table 1 continued

Outcome 1—An enhanced appreciation and understanding of the political and social heritage of Australia for members of the public, through activities including the conservation and upkeep of, and the provision of access to, Old Parliament House and the development of its collection, exhibitions and educational programs.

Output 1.2—Develop and present OPH as a major museum of political, parliamentary and social history

Target	Result
<i>KPI 1: Collection maintenance, management and development.</i>	
Continued collection growth in accordance with Collection Management Policy.	Achieved
Collection items are housed in accordance with industry standards and all conservation activities undertaken using professional expertise.	Achieved
<i>KPI 2: Relevant public programs and visitor activities, and resulting audience development.</i>	
Continued operation of and access to existing OPH programs, exhibitions and other activities in lead-up to May 2009 relaunch (as measured by visitation levels; audience satisfaction / feedback; attendance at exhibitions, events and public programs, patronage of facilities and use of online facilities).	Achieved
Development and delivery of revised program content and Front of House service delivery structures for democracy initiatives.*	Achieved
Relevant projects progressed and completed, as planned, to schedule and on budget by May 2009.	Achieved
Completion of new Interpretation Plan.	Achieved

* Democracy initiatives were formerly known by the working title 'Gallery of Australian Democracy'.

Service charter

An assessment of performance against the Old Parliament House Charter of Operations is at Appendix C.

Purchaser-provider arrangements

The agency is not appropriated funds to deliver outcomes through purchaser-provider arrangements. Accordingly, it had no purchaser-provider arrangements in 2008–09.

Matters arising since the end of the year

No matter or circumstance that significantly affected or may significantly affect the agency's operations or financial result in future years arose after the end of 2008–09.

Output 1.1

Conserve and manage Old Parliament House as a site of national heritage significance.

Key performance indicators:

- Maintain OPH as a significant heritage site and retain its value through appropriate conservation and capital investment, including implementation of the Capital Works Forward Program.
- Undertake all capital works necessary to facilitate the OPH redevelopment initiatives, including the Australian Prime Ministers Centre.
- Ensure public safety, OH&S and environmental standards are met, and improve physical access.

Output 1.1 contributes to the achievement of the outcome by ensuring that the building is appropriately developed and maintained, and services are provided, in order to house and present programs and activities while conserving the building's heritage values.

In 2008–09, as well as supporting existing operations, the agency successfully implemented a major program of capital works associated with redevelopment initiatives, the provision of appropriate building services, and the preservation of heritage values.

All performance measures set out in the 2008–09 Portfolio Additional Estimates Statements were met, many to a high degree, as Table 1 shows. The following sections provide more details of performance against the key performance indicators for Output 1.1.

Maintain Old Parliament House as a significant heritage site

The agency maintains the site of Old Parliament House, and conserves its heritage values, in keeping with legislative requirements and industry best practice for the care of heritage-listed sites. This includes strategic and operational planning, expert consultation, and specialised training for the occupants of the building.

Heritage Management Plan

The Heritage Management Plan for Old Parliament House and its curtilage satisfies obligations under the *Environment Protection and Biodiversity Conservation Act 1999* (EPBC Act). The assessment of heritage values and the Statement of Heritage Significance contained in the plan draw on research undertaken for previous management plans and heritage analyses. The heritage values tables in the plan are the gazetted assessments of the site for the National Heritage List and Commonwealth Heritage List.

The plan provides a management and administrative framework that:

- ensures all the site's heritage values are identified, well managed, interpreted and made available for community appreciation and enjoyment
- acts as a guide for managers and staff, underpinning and informing management decisions
- establishes a rationale for assessing proposed uses or actions against the heritage values, to ensure effective use and appropriate actions that protect and interpret those values
- allows for ongoing community consultation on issues and proposals relevant to heritage values, such as proposed redevelopments.

In 2008–09 the agency implemented the plan through the Heritage Actions Committee, heritage awareness training, conservation work, the Human Impact Management Program and the Collection Management Policy.

Heritage Actions Committee

The Heritage Actions Committee was established in January 2007 under the Heritage Management Plan. Its purpose is to discuss and determine appropriate measures for proposed actions and activities in and on the building and its curtilage. The committee membership is at Table 7.

The committee meets fortnightly to discuss proposals; make recommendations, including whether independent advice is required; and provide input to ensure decisions and actions will not have a significant adverse impact on heritage values. If an action proposal is determined by the committee to not be potentially adverse in its impact, it may be approved by the internal delegate.

Under its terms of reference, the committee may recommend that an action proposal be referred to the Minister for the Environment, Heritage and the Arts (or the minister's delegate) for approval under ss. 26 and 28 of the EPBC Act if the action may, or is likely to, have a significant adverse impact on the listed heritage values of the place. The referral process is administered by DEWHA.

During 2008–09, the committee assessed 28 proposals, of which:

- 22 were assessed as posing no adverse impact on the heritage values and were approved by the internal delegate
- two were not approved, based on potential adverse impacts on the heritage values
- two were partially approved with conditions

- two were referred to the Minister for the Environment, Heritage and the Arts under the EPBC Act, as follows:

- Referral 2008/4235, Refurbishment of the south-east wing Stage 2, was submitted to DEWHA on 2 July 2008. The minister's delegate determined it to be a 'controlled action' on 5 August 2008. As a result, the proposal was revised by Old Parliament House and made available for public comment between 23 September 2008 and 16 October 2008. The revised proposal was submitted to the minister on 27 October 2008. The minister's delegate approved the revised proposal on 19 December 2008.

- Referral 2008/4457, New Cooling Tower Enclosure, was submitted to DEWHA on 16 September 2008. On 16 October 2008, the minister's delegate determined the referral to be 'not a controlled action', allowing the proposal to proceed. The proposal was approved by the National Capital Authority, and subsequently by parliament under the *Australian Capital Territory (Planning and Land Management) Act 1988* in December 2008.

Human Impact Management Program

The Human Impact Management Program was established in 2004 as a means of monitoring changes in the condition of the heritage fabric, fittings and collection items within the building. It involves checking the rate and severity of human impact on the heritage fabric.

In 2008–09, the agency undertook a study to analyse options for the conservation management of the leather cushions in the Senate and House of Representatives chambers. The study led to a sustainable management program, which includes monitoring, conservation and replacement of the cushions as necessary. This will allow visitors continued access to the chambers.

Heritage awareness training

Heritage awareness training for staff, tenants and contractors commenced in 2000 and has been continually improved and customised since then. The training, which is a requirement under the Heritage Management Plan, promotes cooperation with and respect for the heritage objectives set out in the plan. It ensures that people working on site are aware of heritage issues and obligations, and of ways to minimise their impact on the fabric of the building and its collections.

In 2008–09, relevant training was provided for 304 staff and contractors. Visiting school groups were also given instructions on ways to preserve the heritage values of the building.

Capital works program

The capital works program is closely linked with conservation management and the continuing maintenance works for the building. All works are planned and undertaken within the requirements and guidelines of the Heritage Management Plan. This ensures that the building is developed and maintained in accordance with its heritage significance.

Projects

The Capital Works Program 2008–09 was the most significant undertaken since the building reopened in 1992. Projects collectively worth \$12.291 million were completed.

The bulk of the 2008–09 program related to the museum redevelopment, described in more detail in the section addressing the 'Undertake capital works to facilitate redevelopment initiatives' key performance indicator.

Other completed projects covered a wide range of areas and activities, including:

- refurbishing the Senate Press Gallery offices
 - upgrading mechanical services on the upper floor of the south-west wing
 - improving fire services and storage in the basement of the south-west wing
 - replacing carpet on the lower floor of the House of Representatives
 - installing a new disabled access lift in the Café/Members Dining Room, and upgrading other lifts in the building
 - installing bike racks for visitors and staff
 - enhancing underfloor lighting and audio equipment
 - upgrading roof access ladders and hatches
 - painting the rear veranda and external surfaces
 - undertaking conservation of the old kitchen to return it substantially to its 1988 condition (taking into account the irreversible changes that have occurred since 1988 and the state of the existing fabric).
- refreshing the Electoral Education Centre area
 - refreshing the caterers' staff office area

These projects were drawn from the Life Cycle Cost Plan, which sets out indicative costs for the conservation, refurbishment and cyclical maintenance works required to maintain the building from 2007–08 to 2021–22.

The works were managed either by in-house program managers or by project managers and architects engaged through approved providers. Most building works were undertaken by firms on the agency's Minor Works Panel. Where specialist expertise required to undertake particular tasks was not available through panel arrangements, appropriate tender processes were used.

Conservation Works Program

Table 2 provides examples of major projects completed under the Conservation Works Program in 2008–09. This program is developed annually based on upcoming Life Cycle Cost Plan projects, an assessment of needs, and the requirements of the Heritage Management Plan.

‘Visitors will enjoy the contrast between the latest easy-to-use technology and the sumptuous antique surroundings of one of Australia’s grandest buildings. The museum is designed to be fun as well as informative and will appeal to a broad range of people from history buffs to families and school-aged children’

– *Canberra Times* 7 June 2009



Image: Concert in Kings Hall commemorating the opening of the Museum of Australian Democracy, 10 May 2009. Photo Chalk Studio

Table 2 Major conservation works, 2008–09

Area
Front doors
Reason for project
Exposure and wear and tear over time had caused components of the main front doors of the building to gradually break down.
Work performed
Conservation involved a complex process of removing each component, cleaning out old adhesives and putty, removing glass, applying new adhesives and filling small gaps, then reassembling the doors, waxing the timber and reinstating the glass. Original fittings were used wherever possible.
Images
Front Doors during conservation work. Photo International Conservation Services



Table 2 continued

Area
Chambers
Reason for project
The project was to install large showcases over two rows of seats in both the House of Representatives and the Senate chambers. The aim was to protect the seats from further wear while allowing for public access to previously inaccessible areas of the chambers, with benefits for associated interpretation, education and other programs.
Work performed
The project involved the development and installation of prototypes prior to the manufacture and installation of the acceptable final design.
Images
Before installation of showcases and after. Photos Conservation Works Pty Ltd.

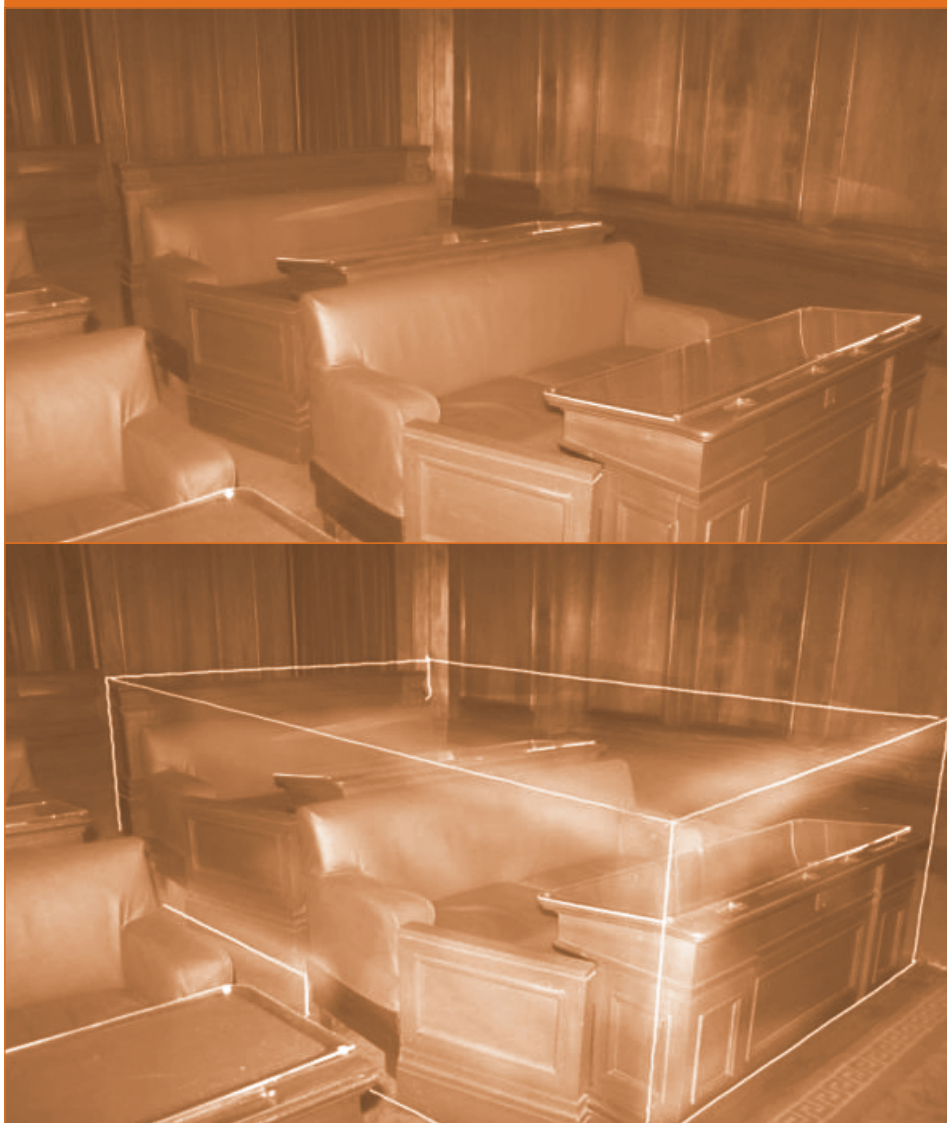


Table 2 continued

Area
Kitchen
Reason for project
The Hot Press, a steam-heated cabinet for crockery and prepared food, is the only element of the original kitchens that was installed for the 1927 opening and remained functional until parliament left the building in 1988. It has been conserved as part of the process of opening up the original kitchens for display and limited use.
Work performed
Conservation work was carried out to stabilise corrosion, conserve the surfaces of the Hot Press, make safe its asbestos elements and improve its general appearance. At the same time, care was taken to preserve evidence of the historical use of the press.
Image
Kitchen following conservation of Hot Press. Photo Conservation Works Pty Ltd.


Other conservation works completed or commenced during the year included:

- analysis of the structural integrity of the building's external render, and development of recommendations for treatment—appropriate treatment was carried out on the render on the building's north face
- protection and conservation of heritage elements of the courtyard and gardens during the redevelopment of the south-east wing
- commencement of the partial reconstruction of the Opposition Party Room and Office of the Leader of the Opposition spaces.

Because of other priorities, particularly the extensive works undertaken as part of the redevelopment initiatives, it was not possible to carry out planned conservation work on the Strangers Gallery (now the Downstairs Gallery) floor. This is expected to be undertaken in 2009–10.

Undertake capital works to facilitate redevelopment initiatives

As noted under 'Capital Works Program', the bulk of the extensive works undertaken in 2008–09 related to the implementation of redevelopment initiatives.

The main aspects were:

- redevelopment of the south-east wing
- development of new cooling towers and plant behind the building.

The redevelopment of the south-east wing is described in a case study in this chapter.

The need for new cooling towers and plant arose because:

- the reopening of many areas of the building in recent years had resulted in significant increases in heating and cooling loads, which would be further increased by the opening of the redeveloped south-east wing
- the existing plant had reached the end of its serviceable life
- adequate cooling and heating are essential both to support Old Parliament House's daily operations and to meet the agency's obligations under the EPBC Act.

Several design options were investigated. It was determined that the approach most in keeping with the heritage needs of the building was to build a new external enclosure, at the rear of the building, to accommodate new units that would supplement the old plant.

Permission for the project to proceed was granted by the delegate of the Minister for the Environment, Heritage and the Arts, who found that it was 'not a controlled action' under the EPBC Act. The project was also approved by the National Capital Authority, which submitted the proposal to the Joint Standing Committee and sought and obtained parliamentary approval for the project as the works were within the Parliamentary Zone.

The new enclosure is located at the eastern side of the rear of the building, adjacent to its rear walkways, and houses the new plant and equipment. Its location mirrors that of the existing enclosure on the western side. The new enclosure was completed in April 2009 and the new plant was commissioned in May 2009.



Images: Construction of new enclosure.
Photos OPH collection



Images: South-east wing refurbishment.
Photos OPH collection

CASE STUDY: Refurbishment of the south-east wing

The House of Representatives, or south-east wing, of Old Parliament House was constructed in several stages. Building additions in 1943 and 1948 created a three-storey extension that fully enclosed the House of Representatives courtyard garden. In 1965 a further three-storey extension was added, creating a second courtyard and the south-east wing as it is today.

The wing was vacated in 1988, when parliament left the building, and has been occupied intermittently since. The decision was made to adapt and refurbish the wing as part of the museum development process to enhance the suitability of the area for exhibition, education, public assembly and staff accommodation.

The proposed works received an independent heritage assessment, and an independent heritage analysis of the courtyard garden was undertaken. The refurbishment proposal was assessed by DEWHA and approved under s. 133 of the EPBC Act. All works were consistent with the Building Code of Australia and other relevant standards.

Before the work started, the entire wing was fully documented, with a measured drawing of each room and/or area and corresponding images to assist in reconstruction.

The works incorporated mitigating measures to reduce impact on the heritage values of the site. These included:

- retaining the internal structural intent of the three floors
- conserving rooms with unique features and ministerial suites that had accommodated significant people in the history of parliament
- conserving the courtyard garden as recommended by the heritage analysis
- retaining representative samples of redundant services
- installing covers for electrical and other services in the offices on the 1940s side
- retaining all built-in joinery.

Externally, the refurbishment works involved replacing the roof and glazing, and repairing the facade. Internally, asbestos used in the original construction was removed and safety certifications were obtained; electrical, fire and mechanical services and flooring were replaced; and earthworks were undertaken.

In April 2009, the redeveloped south-east wing was reopened as part of the establishment of the Museum of Australian Democracy. The main floor of the wing became the permanent home of the Australian Prime Ministers Centre.

The wing's redevelopment was an example of an adaptive reuse project; redeveloping a heritage site for new uses with the aim of maintaining its heritage values.

Ensure safety, meet standards and improve access

Old Parliament House adhered to relevant legislation, guidelines and organisational plans in delivering Output 1.1 in 2008–09. In particular:

- All new capital works projects were undertaken in accordance with relevant legislation, works codes, standards and policies.
- All contracted services were sourced through appropriate tender processes, and in accordance with all the relevant requirements of the *Commonwealth Procurement Guidelines*.
- An Occupational Health and Safety Policy which outlines the health and safety management arrangements for the agency, compliant with s.16 of the *Occupational Health and Safety Act 1991*, was adopted. New workplace consultative arrangements were put in place, a designated workgroup was identified, health and workplace representatives were appointed and a committee was established to oversee health and safety matters. More details are provided in the 'Management and accountability' section.

While no agency-wide access studies were carried out during 2008–09, a number of specific projects were undertaken that significantly improved visitor access. The redevelopment initiatives implemented under the Capital Works Program 2008–09 included a major upgrade of directional facilities for visitors, including the introduction of a uniform system of signage, with Braille messages on some signs. Disabled access was also improved by installing a lift in the Café/Members Dining Room area and upgrading other existing lifts.

Output 1.2

Develop and present Old Parliament House as a major museum of political, parliamentary and social history.

Key performance indicators:

- Collection maintenance, management and development.
- Relevant public programs and visitor activities, and resulting audience development.

Output 1.2 contributes to the achievement of the outcome by ensuring that the agency develops, implements and maintains the appropriate programs, activities, online services, promotions and research necessary to improve visitors' understanding and appreciation of Australia's past, present and future democracy.

In 2008–09, as well as maintaining existing visitor programs and activities, the agency successfully developed, implemented and promoted major initiatives as part of the rebranding of Old Parliament House as the Museum of Australian Democracy at Old Parliament House (see 'New Program Content—Museum of Australian Democracy').

All performance measures set out in the 2008–09 Portfolio Additional Estimates Statements were met to a high degree, as Table 1 shows. The following sections provide more details of performance against the key performance indicators for Output 1.2.

Collection maintenance, management and development

The 2008 stocktake and maintenance tasks were carried out in conjunction with the redevelopment. Several items were added to the collection, including some major donations from the families of former parliamentarians.

Management and maintenance

The collections were managed in accordance with the agency's Collection Management Policy.

Storage

During 2008–09, exhibition and collection management activities were relocated to spaces beneath the former Parliamentary Library, previously adapted for use as a working area by the National Portrait Gallery.

The rooms offer greatly improved facilities for effective collection management and storage, including:

- stable environmental conditions
- secure storage, with specialised racking for hanging works
- exhibit preparation and conservation areas
- photographic studio space
- a delivery dock and lift access to the main floor and exhibition spaces.

These facilities will contribute to the long-term preservation and accessibility of items in the collection.

The environmental conditions of the new exhibition spaces and display furniture were monitored regularly, ensuring that appropriate museum conditions were maintained for the long-term care of display objects.

In 2008–09, the agency negotiated and implemented a memorandum of understanding with the National Library of Australia, under which the library is responsible for preserving and archiving Old Parliament House's oral history interviews.

Handling

In 2008–09, the preparation of objects for display involved in-house conservation cleaning and the engagement of specialist conservators. Staff worked with specialist exhibition installation contractors to mount paper items and delicate objects such as a

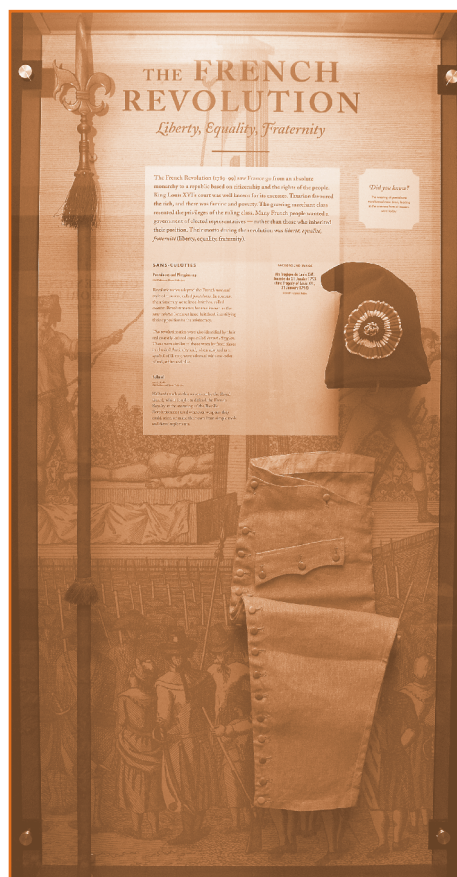


Image: Halberd from the French Revolution—on exhibition in the Museum of Australian Democracy. Photo Chalk Studio

French Revolution halberd (a spiked pole weapon) and a National Farmers' Federation flag.

An extensive program of conservation and rectification activities was carried out as part of the installation of projects on the main floor of the building. This included conservation work on heritage collection items that had been on long-term display.

Some objects on inward loan were transported from the United Kingdom or the United States using specialised art freight agencies. All objects were appropriately transported, receipted, checked and safely housed before being placed on display.

Stocktake

A stocktake of the 11,050 objects in the collections was completed over several months in 2008–09. The stocktake:

- contributed to the quality of collection documentation, by verifying the accuracy of records in the heritage database
- facilitated accurate valuation of the collections
- established systems for tracking ongoing research.

Valuation

The value of departmental assets at 30 June 2009 equated to \$2.311 million; heritage and cultural items represented \$0.550 million of this balance. The administered assets at 30 June 2009 equated to \$79.473 million; the heritage and cultural furniture collection represented \$4.240 million of this balance.

Development and management

Collection growth is guided by the priorities mandated by the Collection Management Policy, which includes categories for collection development. All prospective collection items are assessed by the Acquisitions Committee prior to approval by the delegate, in accordance with Policy 3.3 of the Collection Management Policy. The members of the committee are outlined in Table 7.

While most of the collection consists of items from the building's original furniture and fittings, the development of the Museum of Australian Democracy has resulted in several significant acquisitions.

In line with the broadening of Old Parliament House's role, the collection is drawing from a wider field of Australian history, particularly in areas that are not high priorities for other collecting bodies. Relevant areas include political memorabilia, ephemera and objects associated with key political movements, parties and individuals.

New items

The collection of items associated with prime ministers, other political leaders and other parliamentary themes grew in 2008–09.

Important acquisitions included a collection of the memorabilia of the Rt Hon Arthur Calwell, the library of the Hon Sir James Killen, and a fountain pen that belonged to the Rt Hon Andrew Fisher. These are described in more detail in case studies in this chapter.

Table 3 lists the main acquisitions, donations and oral history recordings that contributed to the growth of the collection in 2008–09.

Table 3 Items added to the collection, 2008–09

Type	Items
<p>Acquisitions:</p> <p>Australian parliamentary history</p>	<ul style="list-style-type: none"> • A collection of nineteenth-century Australian political pamphlets, bound into one volume with the signature of Sir Henry Parkes, and a small number of original photographs of Parkes and family • A stereograph of the Colonial Float in the 1911 Suffragette Demonstration in London, in which the wife of the then Prime Minister the Rt Hon Andrew Fisher marched • A 1940s jigsaw puzzle featuring the then Prime Minister, the Rt Hon John Curtin, and United States President Franklin D Roosevelt • A variety of 1970s Australian Labor Party election ephemera • A satirical figurine of former prime minister the Rt Hon Malcolm Fraser as a convict • A copy of Pickering's <i>Jungle Game</i>, an early 1980s board game based on the work of political cartoonist Mr Larry Pickering • An early 1990s Australian Democrats/Ms Cheryl Kernot election poster • Material relating to the promotion of <i>Keating! The Musical</i> • Publications relevant to the Australian Prime Ministers Centre's collecting practices
<p>Acquisitions:</p> <p>The journey of democracy</p>	<ul style="list-style-type: none"> • A replica bust of Pericles, leader of ancient Athens • An Oliver Cromwell coin dated 1653 • A halberd from the French Revolution • A commissioned bust of Scottish-born democratic reformer Thomas Muir, by the Scottish sculptor Professor Alexander Stoddart • First editions of Thomas Paine's <i>Rights of Man</i> (1791) and Mary Wollstonecraft's <i>A Vindication of the Rights of Woman</i> (1792) • A fragment of the Berlin Wall

Table 3 continued

Type	Items
Donations	<ul style="list-style-type: none"> • A fountain pen owned by former prime minister the Rt Hon Andrew Fisher and engraved with his signature, donated by his granddaughter • A small collection of gifts given to the then Minister for Immigration, the Rt Hon Arthur Calwell, by immigrant groups during 1945–49, and other material representative of Mr Calwell's political career, donated by his daughter • A wig and gown used by presidents of the Senate up to the presidency of the Hon Sir Harold Young (1981–83), donated by the Department of the Senate • The library, other documents and memorabilia of the Hon Sir James Killen, donated by his family through the Australian Government's Cultural Gifts Program • A collection of souvenir ceramics featuring the provisional Parliament House, donated by former senator the Hon Kay Patterson through the Australian Government's Cultural Gifts Program • <i>Red Nose Day</i>, the farewell cartoon from long-serving <i>Canberra Times</i> editorial cartoonist Mr Geoff Pryor, donated by the artist
Oral history recordings	<p>Interviews with:</p> <ul style="list-style-type: none"> • The Hon Michael MacKellar, former minister in the Fraser Government • The Hon Jeannette McHugh, former minister in the Keating Government • Mr John Cure, director of the 1988 Parliament House removal team • Mr John Campbell, former Principal Parliamentary Reporter • Mr Terry Bell, a former trade unionist who participated in a demonstration at the then provisional Parliament House in the early 1980s • Ms Carol Summerhayes, who was personal secretary to former prime minister Gough Whitlam and an official of the Department of the Prime Minister and Cabinet • Mr Brian Cox, Ms Margaret Atkin and Mr Morrie Adamson, former parliamentary officers. <p>Recordings of talks given in Old Parliament House by:</p> <ul style="list-style-type: none"> • The Rt Hon Doug Anthony, former deputy prime minister • Senator the Hon John Faulkner, the then Cabinet Secretary and Special Minister of State • Ms Kirsty Sword Gusmão, founder and chair of the Alola Foundation in East Timor and wife of Mr Kay Rala Xanana Gusmão, Prime Minister of East Timor.



Image: George Washington's inkstand and Argand lamp on display in the *Australian Democracy—More than 2,000 Years in the Making* exhibition (on loan from George Washington's Estate and Gardens). Photo Chalk Studio

Loans

The agency negotiated a number of inward loans in 2008–09. Items for display in the new exhibition spaces came from institutional lenders including Deakin University, Flinders University Library, Museum Victoria, the National Library of Australia, the National Museum of Australia, the Powerhouse Museum, and George Washington's Estate and Gardens Mount Vernon Ladies' Association, along with a number of private lenders.



CASE STUDY: The Calwell and Killen collections

During the year, negotiations were finalised for the acquisition of two highly significant collections relating to former parliamentarians.

Calwell collection

Dr Mary-Elizabeth Calwell, the daughter of former Labor Party minister and opposition leader the Rt Hon Arthur Calwell, donated an important collection of memorabilia relating to Mr Calwell's career. Ranging from his regalia as a papal knight and the Bibles on which he was sworn to the ministry and the Privy Council through to the family photographs he kept on his desk throughout his time in parliament, the collection richly documents the many facets of Mr Calwell's life.

Perhaps the most poignant items are the lovingly made gifts presented to him by members of several migrant groups during his time as Australia's first minister for immigration, in the Chifley Government. Sometimes made from scrap materials during the voyage from Europe, and richly symbolic of the displaced people who came to Australia at the time when the foundations of today's diversity were being laid, these items tell many stories of cultural survival, displacement and change.

Also notable are items relating to Mr Calwell's role as a trustee of the Melbourne Cricket Ground, which led to his playing a key role in the arrangements for the 1956 Olympic Games, and reminders of his career as a leading trade unionist and Catholic layman.

One item—Mr Calwell's presentation wallet of 1966 decimal coins—has been put on display. Other items will be drawn on for exhibitions in the years to come.

Killen collection

The family of Australia's longest-serving defence minister, the Hon Sir James Killen, donated a collection of memorabilia, along with some photographs and original cartoons, and the complete contents of Sir James' library.

Sir James' books document the varied interests of this important Liberal Party parliamentarian, providing future researchers with a cultural map of his thinking—and that of his Labor Party opponents, in whom he took a keen interest. They include books inscribed to him by the Rt Hon Sir Robert Menzies and the Hon Gough Whitlam, among others.

The library is a rare intact example of a library assembled by a significant parliamentarian of the twentieth century and now held in a public collection. It complements Sir James' papers, which have been acquired by the National Library of Australia, and his official records, which are held by the National Archives of Australia.

The collection has substantial research value and will also be drawn on for exhibitions. The books are housed in the Australian Prime Ministers Centre reading room, in their original shelf order. Each item will be bookplated to permanently record its provenance.

Images: The Killen Collection. Photos Phil Gresham





CASE STUDY: The Fisher pen

A Waterman fountain pen which was once owned by former prime minister the Rt Hon Andrew Fisher was an important addition to the Old Parliament House collection in 2008–09.

Mr Fisher was prime minister for three terms (1908–09, 1910–13 and 1914–15), and was the first Australian prime minister to lead a government with a clear majority in both Houses. It was the Fisher Government that settled the contentious question of where to locate the national capital, with the passage of the *Seat of Government Act 1908*.

The pen is significant because of its close personal connection with Mr Fisher. It bears marks of considerable use and may even date back to Mr Fisher's time as prime minister. The pen is gold-plated and engraved with Mr Fisher's signature, signifying that it was probably presented to him as a gift at some important stage in his career.

As a 'tool of trade' for a career politician, the pen holds deep meaning. Apart from his voice, the pen was the key component of a politician's 'tool kit' at the time.

Early in the twentieth century, fountain pens were both a widespread technology for written personal communication and status symbols. Manufacturers frequently adapted fountain pens to make them both more functional and more attractive. The Fisher pen has value as an example of a pen design known as the 'Safety Pen' because it reduced the problem of leakage. When not in use, the nib is retracted and sealed with a cap, similar to the principle of modern, retractable ballpoints.

The object acquired further significance through the manner in which it came to Old Parliament House. Mr Fisher's granddaughter, Mrs Pauline Thorogood, lives in the United Kingdom. She entrusted Ms Elaine Brown, a local historian at Gympie, Queensland, in the heart of Mr Fisher's former constituency, with the task of finding an Australian home for the pen.

Ms Brown asked the Prime Minister, the Hon Kevin Rudd MP, a noted admirer of Mr Fisher, to find an appropriate recipient. Mr Rudd agreed to a request from Old Parliament House that the pen be transferred to its collection, and Mrs Thorogood confirmed her approval of the arrangement.

The pen was officially presented to Old Parliament House through the Chair of the Advisory Council, Mr William McInnes, by Senator the Hon John Faulkner on behalf of the Prime Minister, at the opening of the Museum of Australian Democracy on 9 May 2009.



Images: (Top) The Prime Minister, the Hon Kevin Rudd MP, and John Fisher before the Kings Hall portrait of Mr Fisher's grandfather, former PM Andrew Fisher, at the 13 November 2008 commemoration of the centenary of the first Fisher Government. Photo Chalk Studio (Bottom and detail) Waterman fountain pen previously owned by former PM Andrew Fisher. Photo OPH Collection

Public programs and visitor activities

Old Parliament House continued to present its existing programs and activities, with minimal disruption to their operation or public access, while developing and implementing new content for the Museum of Australian Democracy.

Existing programs, exhibitions and other activities

In 2008–09, Old Parliament House provided a comprehensive visitor experience by delivering relevant, effective and engaging temporary on-site and touring exhibitions, interpretation and education programs, events and online activities.

Temporary exhibitions

While a substantial program of temporary exhibitions was presented in 2008–09, it was less extensive than the program in previous years, because the focus was shifted to planning and developing exhibitions for the Museum of Australian Democracy.

In 2008–09, the main objectives of existing exhibitions activities were to:

- maintain a program of temporary exhibitions in the main House Gallery and Downstairs Gallery (formerly the Strangers Gallery) spaces
- increase development of the touring exhibitions program, with an initial focus on developing a strong regional circuit
- enhance the agency's capability to create and tour exhibitions.

Table 4 describes the temporary exhibitions held on site in 2008–09.

'It's open house'
– *Herald Sun* 2 March 2009

Table 4 Temporary exhibitions in Old Parliament House, 2008–09

Title	Description	Date
<i>Billy Hughes at War</i>	<p>This exhibition was developed in cooperation with the Shrine of Remembrance in Melbourne (where it was first exhibited, and seen by over 70,000 visitors), funded in part by a grant from the Department of Veterans' Affairs through its <i>Saluting Their Service</i> commemorative program. It was the major temporary exhibition for 2008–09 and was seen by 36,756 visitors to Old Parliament House.</p> <p>A theatre production, <i>At a Crossroads</i>, was commissioned and presented as part of the exhibition, incorporating the set design into the exhibition design and using performance as a key means of interpreting the issue of conscription.</p> <p>In February 2009, the exhibition was redeveloped for future use as a touring exhibition, and displayed in the Downstairs Gallery prior to commencing touring in 2009–10.</p>	June 2008 to February 2009
<i>Mrs Prime Minister —Public Image, Private Lives (touring version)</i>	<p>This extremely popular exhibition, focusing on the lives of the wives of Australia's prime ministers, commenced in 2006. The exhibition included a quilt commemorating all of the prime ministers' wives up to 1975 and portraits of the living wives of former prime ministers, borrowed from other collecting bodies and the private collections of Lady Sonia McMahon and Mrs Annita Keating.</p> <p>In 2008–09, it was redeveloped for future use as a touring exhibition. The exhibition commenced touring in May 2009 after being displayed in the Downstairs Gallery.</p>	January 2009 to April 2009
<i>Beyond Reasonable Drought</i>	<p>This exhibition featured 80 photographs, selected from 1,500 contributions, documenting the impact of the drought on Australian communities. It was developed in association with the Many Australian Photographers Group as part of 'Vivid—the National Photography Festival'.</p> <p>The exhibition was officially opened in the Downstairs Gallery by Senator the Hon John Faulkner. It proved extremely popular with visitors and has subsequently toured extensively to regional areas. The images are available on the Old Parliament House website.</p>	July 2008 to October 2008

Table 4 continued

Title	Description	Date
<i>Corridors of Power</i>	This popular display, a series of panels presenting a chronology of Australia's social and political history during the twentieth century, was reinstalled in the Downstairs Gallery.	January 2009 to May 2009
<i>Redevelopment Exhibition</i>	This exhibition, located on the main floor where it could be seen by all visitors, was created to explain the redevelopment of the building and promote the launch and new programs of the Museum of Australian Democracy. It was designed as a pseudo building site and included relevant signage throughout the building, while staff dressed as site workers were available to discuss the redevelopment.	February 2009 to May 2009
<i>Put Yourself in the Picture</i>	This was created as an interactive exhibition for the opening of the Museum of Australian Democracy. The exhibition encourages visitors to make a badge that expresses their ideas for the future.	May 2009 to June 2009 (ongoing)

The program of touring exhibitions (temporary exhibitions that the agency has developed or co-developed and subsequently modified for touring) was substantially increased in 2008–09. Such touring is a means of expanding outreach activities, particularly to regional areas.

- *Beyond Reasonable Drought* travelled to three regional locations—Horsham Regional Art Gallery, Victoria (November 2008 to January 2009); Shear Outback, Hay, New South Wales (February to April 2009); and Central Goldfields Art Gallery, Maryborough, Victoria (May to June 2009)—where it was seen by a total of 6,611 visitors.
- In May 2009, the *Mrs Prime Minister—Public Image, Private Lives* exhibition was displayed at the Chifley Home in Bathurst, New South Wales, where it was seen by 4,334 visitors.

At the end of June 2009, *Beyond Reasonable Drought* was booked to tour two venues, in Victoria and Queensland, in 2009–10; *Mrs Prime Minister—Public Image, Private Lives* was booked to tour two venues, in New South Wales and

Victoria; and the travelling version of *Billy Hughes at War* was booked to tour two venues, also in New South Wales and Victoria.

In 2008–09, the exhibitions reached 194,701 viewers, most of them visitors to the building, as Table 5 shows.

Table 5 Attendance at temporary exhibitions, by location, 2008–09

Type of exhibition	Number of visitors	Proportion of total
Temporary on site	183,756	94.4%
Touring off site	10,945	5.6%
Total	194,701	100.0%

Prime ministerial libraries and Victorian regional galleries have emerged as the strongest market for the agency's touring exhibitions. However, one future exhibition booking has been received from Queensland, and museums in Western Australia, the Northern Territory and New Zealand have expressed possible interest.

A low-maintenance, low-cost system for managing and processing exhibitions was established during 2008–09 as part of the expansion of touring exhibition activity. Equipment, such as framing equipment and travelling crates, was purchased to support the development, maintenance and touring of exhibitions.

Education activities

On-site education activities were maintained at near full capacity throughout 2008–09. Facilitated on-site programs were delivered to 72,591 students and teachers, a 5 per cent reduction from the total of 76,420 in 2007–08. The reduction occurred because bookings were restricted during May 2009 to allow for the trialling of new education programs. School visitation is expected to recover to 2007–08 levels in 2009–10.

Old Parliament House is one of three institutions that schools must visit to qualify for the Parliamentary and Civics Education Rebate. On-site evaluation from visiting teachers reflected high levels of satisfaction.

Other education activities in 2008–09 included:

- providing professional development opportunities for teachers
- contributing to the Museums Australia Education National Network's submission to the

National Curriculum Board on the proposed national history framework

- hosting programs for a number of major student events, including a Model United Nations Assembly (August 2008), the National Rivers Conference (October 2008) and the Australian Capital Territory Constitutional Convention (March 2009)
- sponsoring a special research category, 'Australian Prime Ministers', in the National History Challenge 2008—a research-based competition for Australian school students from Year 5 to Year 12.

Events

To provide a comprehensive visitor experience, Old Parliament House presents a program of events which complement its exhibitions and other programs. In 2008–09, the events program focused on:

- complementing and promoting exhibitions and the Australian Prime Ministers Centre fellowship program
- addressing the interests of family audiences
- developing content aligned with the Museum of Australian Democracy brand and focus
- planning and managing events for the opening of the museum.

A total of 121 events, including repeat performances and workshops, were presented. Collectively, the events were attended by 8,125 people, including the 4,836 people who attended the museum opening events from 9–15 May 2009.

Theatre was used extensively as an interpretive tool.

- Actors were engaged for major exhibition launches, to engage visitors and introduce them to content through a conversation.
- *At a Crossroads*, the performance developed as part of the *Billy Hughes at War* exhibition, was presented every weekend from July to October 2008.
- A performance-based interactive activity was developed with actor Stephen Barker as part of a family program for the Canberra 'Floriade' festival (September to October 2008). The actor appeared as a film producer helping visitors to recreate and film important moments from Old Parliament House's history.
- In October 2008, Mr John Shortis, who was an Australian Prime Ministers Centre Fellow in 2007–08, co-presented the musical stage show *Prime Time*, developed through his research into the lives of early prime ministers.

Several events that resonate with the historical and current roles of Old Parliament House were held in the building:

- On 13 November 2008, Prime Minister the Hon Kevin Rudd MP, officiated at an event in King's Hall to commemorate the centenary of the election of the first Fisher Government.
- On 1 December 2008, Old Parliament House hosted a forum commemorating the sixtieth anniversary of the Universal Declaration of Human Rights; the forum was facilitated by the Hon Susan Ryan, Deputy Chair of the Advisory Council.

- On 20 March 2009, Old Parliament House marked Seniors Week by hosting a debate between the University of the Third Age and the Canberra Skeptics, on the question of whether Australia is living as a true democracy.

A successful program of school holiday tours, aimed especially for children aged 4–7 and their parents, was presented. The *Little Builders* tour was based on the building itself and involved the participants in model building.

During the year, development work was undertaken for possible future events. This included creative development work on a production for children about participating in democracy.

Volunteer program

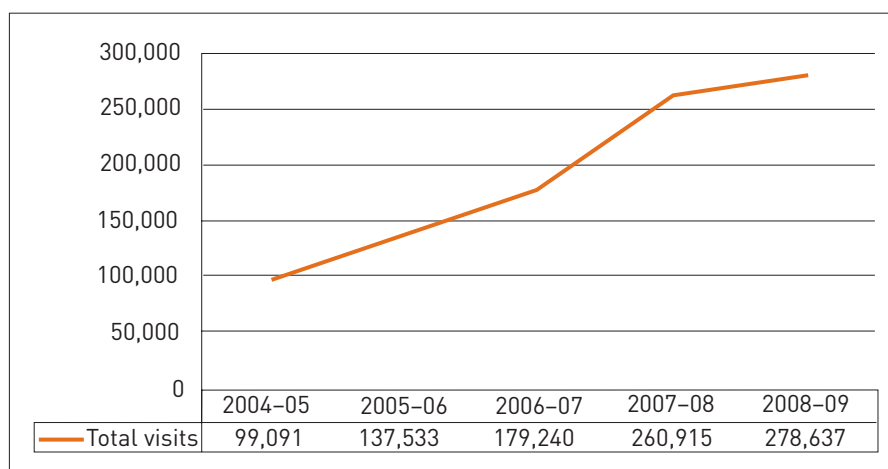
Around 130 volunteers provide invaluable assistance to staff and visitors, taking tours or undertaking research. Volunteers provided guided tours and interpretation of the chambers, exhibition spaces and other public areas within the building for 27,527 visitors in 2008–09.

The year also saw 22 new volunteers complete their training. Existing volunteers undergo further periodic professional development, and in 2008–09 were trained in the newly developed visitor tour.

Online facilities

The number of visits to the Old Parliament House website has been growing strongly over recent years, as Figure 5 shows.

Figure 5 Trends in website visits, 2004–05 to 2008–09



A major upgrade to the agency website commenced in December 2008. Introduced in stages, this culminated in the site's May 2009 relaunch as the website of the Museum of Australian Democracy at Old Parliament House: moadoph.gov.au.

The upgraded website infrastructure better supports the online delivery of exhibition content, services and programs. This allows programs and products to be targeted at increasingly specific audiences, and encourages interaction by website users. It also enables a larger number of staff to create online content, increasing efficiency and allowing for more diverse content that appeals to a wider group of users.

Online outreach was increased through participative projects and increased efforts to establish ongoing dialogues with audiences, using blogging tools and social networking applications. For example:

- the online version of the *Beyond Reasonable Drought* exhibition was integrated with Google™ Earth and Flickr®—this gives audiences opportunities to enhance exhibition content through mapping and engage with its topic through commenting and tagging

- the *What's on Your Mind?* project, which formed part of the promotional build-up to the museum launch, used a website to seek the views of Australians and engage them in conversation on topics to be debated as part of the opening celebrations.

The web content for the *Billy Hughes at War* exhibition received 'highly commended' awards in the 2008 McFarlane Prize for Excellence in Australian Web Design and the Museums Australia 2009 Multimedia and Publication Design Awards.

New program content—Museum of Australian Democracy

The content of the museum initiatives was designed to enable visitors to explore the past, present and future of Australian democracy and, in doing so, to develop a greater understanding of the political and social heritage of Australia.

Exhibitions and installations

Table 6 describes the permanent exhibitions and installations that were developed and implemented for the museum.

Table 6 Exhibitions and installations for the Museum of Australian Democracy, 2008–09

Title	Description
<i>Australian Democracy—More than 2,000 Years in the Making</i>	This exhibition traces the development of the concept and practice of democracy around the world, from its beginnings in ancient Greece to the present day. The exhibition makes extensive use of a highly innovative multimedia timeline.
<i>Living Democracy—The Power of the People</i>	This exhibition explores how Australians use their voice in a democracy, what inspires them and how they can participate in the running of their country. It was previewed on 9 May 2009 and opened in full in August 2009.
<i>Australia's Prime Ministers</i>	This exhibition focuses on generating an understanding of the 26 men who have held the position of Prime Minister of Australia. It displays significant items relating to each prime minister and his era.
<i>Hands on Democracy</i>	This special children's exhibition encourages children of primary school age and their families to connect the concept of democracy to real experiences relevant to their world. It asks questions, inspires creativity and invites participation, sharing and listening. The children's exhibition also includes <i>Play-Act-Be</i> , an expanded costume role-play experience for children and families to explore episodes in Australia's democratic history.
Decision Theatres	Two 'Decision Theatres' allow visitors to explore the way decisions are made in Australia's parliamentary democracy, and the impact of historic decisions on the everyday lives of Australians. They use multimedia to provide visitors with an interactive, thought-provoking experience. Further information on these can be found in the following case study. <i>Cabinet-in-Confidence</i> encourages visitors to consider scenarios based on decisions made at key points in Australian history. <i>Decision3sixty</i> ^o will be fully operational in early 2009–10 and will provide school groups with an introduction to decision making.
<i>Opposition Party Room and Leader of the Opposition's Office</i>	This area explores the role and history of parliamentary opposition and the men who have held the position of Leader of the Opposition. It will be fully open in late 2009.

These exhibitions allow visitors to explore aspects of Australia's democracy, at their own pace and according to their own interests. For example, *Australian Democracy—More than 2,000 Years in the Making* allows visitors to examine connections between a long, world-wide sequence of democratic experiments, and the story of democracy in Australia since European settlement. Other exhibitions, such as *Australia's Prime Ministers* and the Decision Theatres, encourage visitors

to explore leadership and decision making in the context of the history of Australian democracy. All the new programs challenge visitors to consider what democracy means to them as individuals.

Scoping studies and initial research were undertaken for a number of possible exhibitions for 2009–10 to 2011–12. These will complement the museum's permanent attractions and guarantee a continually changing visitor experience.



CASE STUDY: Decision Theatre—*Cabinet-in-Confidence*

Decision Theatres are an innovative way of bringing together human interactions and new technologies to simultaneously explore issues in Australian democracy and bring out the meaning of unique spaces in Old Parliament House. Through the Decision Theatres, the museum explores the role of leadership in Australia's parliamentary democracy, helping to make the roles of prime ministers and governments more visible.

The Cabinet Room is a particularly difficult space to interpret. Many people do not fully understand the role of the Cabinet or the ways that Cabinet decisions—especially decisions made years ago, before parliament left the building in 1988—relate to their own lives.

The *Cabinet-in-Confidence* Decision Theatre is a multimedia-based, interactive experience which offers visitors the opportunity to immerse themselves in the role of Cabinet while in the Cabinet Room.

Playing the part of Cabinet ministers, participants sit around the Cabinet table used by the Whitlam, Fraser and Hawke governments. They are briefed on a dilemma and asked to decide what the country should do. After the discussion—which becomes quite lively at times—they are told what the government of the day actually decided. The session concludes by linking past and present, to demonstrate the relevance of major issues of the past in today's world.

The three scenarios offered for discussion relate to the decision by the Fraser Government to admit Vietnamese refugees arriving by sea in 1977; the decision by the Menzies Government to ban the Communist Party of Australia in 1951; and the decision by the Curtin Government to bring troops back to Australia from the Middle East in 1942. The approach is even-handed and immediate, seeking to show that these were difficult decisions to make, and that the historical outcomes could have been quite different.

Staff worked with contractors to develop the short films that underpin the scenarios.

Perhaps the biggest challenge was inserting a complex multimedia experience into a very significant heritage space. This required a robust, reliable infrastructure that looks as unobtrusive as possible when the program is not running. Staff from across the agency worked closely with contractors to ensure heritage values were maintained while a theatrical, historically accurate visitor experience was produced. The innovative use of technology is complemented by the high level of personal interaction between visitors and the staff member facilitating the program.

A second Decision Theatre, *Decision3sixty*, for use by upper secondary school students, will commence operations early in 2009–10. Additional scenarios will be introduced in both Decision Theatres over time.

Images: Cabinet-in-Confidence. Decision Theatres in operation and under construction. Photos OPH Collection

Australian Prime Ministers Centre

The Australian Prime Ministers Centre was the first of the museum initiatives to open to the public. Preliminary activities commenced in June 2007, with the objectives of raising public awareness of Australia's prime ministers, improving access to prime ministerial material in archives, libraries and elsewhere, and providing a national focus for research and scholarship into prime ministerial studies.

Public elements of the APMC were progressively closed temporarily in late 2008 and early 2009, for relocation to the centre's permanent home in the refurbished south-east wing. The fully developed Australian Prime Ministers Centre opened in May 2009.

The centre contains a reading room and reference area that are open to the public five days a week. It houses hard-copy reference materials, including full runs of Hansard and *Parliamentary Papers*, a core collection of Australian parliamentary and political histories and historical material, and the former working library of the Hon Sir James Killen. The facility also contains offices and meeting rooms for fellows participating in the Australian Prime Ministers Centre's research and scholarship program.

Staff are available to assist visitors to the reference area with questions about prime ministers, general political history and the building. A free remote reference inquiry service for external clients is also maintained. Between July 2008 and January 2009, around 26,500 people visited the *Australia's Prime Ministers* exhibition; some 3,600 of them also visited the reference area. In 2008–09, approximately 220 inquiries were answered in the reading room, and 170 remote inquiries were responded to by telephone or email.

The volumes of Hansard and *Parliamentary Papers* on open-access shelves were increasingly used by researchers. The 'Prime Facts' series of free information leaflets, which previously dealt with individual prime ministers, was

expanded to include other aspects of political and parliamentary history. A display of 'recommended readings' was also well received, with many visitors stopping to browse the selected publications.

As part of its role in improving access to prime ministerial material, in February 2009 the centre entered into a memorandum of understanding with the National Archives of Australia to support upgrades and improvements to the *Australia's Prime Ministers* website. The website provides a central access point for prime ministerial materials available on the internet. The upgrades will improve links to materials at both individual item level and collection level, and update historical and bibliographic content.

Australian Prime Ministers Centre scholarship program

A program was established in 2007 to provide annual funding and support for both 'fellows' and 'summer scholars' studying topics related to Australian prime ministers. Fellowships support research by established academics, while summer scholarships encourage students to develop an interest in prime ministerial studies.

The program is open to applicants from a broad range of disciplines, including history, social sciences, politics, museum studies, librarianship, the performing arts, literature and art. Applicants are particularly encouraged to seek support for work which would result in academic publications, bibliographies or creative projects.

Applications for the program's second year closed at the end of September 2008. Eight fellowships and one summer scholarship were approved for 2008–09 (compared to seven fellowships and three summer scholarships in 2007–08). Details of the recipients and their research are listed at Appendix D, along with examples of contributions made by 2007–08 fellows to Old Parliament House programs in 2008–09.

Tours

Whispers in the Corridors, the first self-guided multimedia tour of Old Parliament House, built on aspects of the previous guided tour and incorporated them into new activities and presentations. The tour, which has proven extremely popular, uses hand-held media players to tell stories of the building and its history, and includes German, Korean and Mandarin language options.

A new general guided tour for visitors was developed during 2008–09. The Insights tour focuses on the building itself, and features unique and unusual spaces—some of which are not open to unescorted visitors.

Education programs

In 2008–09, existing education programs were revised and two new programs, *Who's the Boss?* and *The Franklin River Debate 1983*, were developed.

A series of seven online curriculum resources was produced for use by teachers in upper primary classrooms, titled *Getting it Together: Colonies to Federation*. Each colony's journey towards statehood and federation is dealt with by a package related to the school curriculums of the relevant state. The seventh package deals with the national story. These resources will be available for download from the website in early 2009–10.

All new education programs were based on the following aims and principles:

- aims—empower students to take an active role in democracy by inspiring them to explore and participate in democratic practices. Education programs are to provide high-quality learning opportunities for all students to engage with democracy in a meaningful way
- key principles—be democratic, welcoming, accessible, engaging, relevant, a leader.

All education programs deliver Civics and Citizenship learning outcomes and address Australian state and territory curriculums.



Image: Staff member tests the new self-guided multimedia tour. Photo Richard Briggs, *The Canberra Times*

New program delivery

In the lead-up to the launch of the Museum of Australian Democracy, the agency conducted research to ensure the museum's activities would cater for the content and delivery preferences of their intended audiences; delivered a substantial public relations campaign to raise awareness of Old Parliament House's new role; and prepared staff and volunteers for the task of delivering the new visitor experience.

Market research

In developing the visitor experience for the museum, the agency undertook targeted research to gain a greater understanding of audiences and visitors and their needs and expectations.

One research project, undertaken in partnership with Colmar Brunton Social Research, involved the creation of an online community. The community was made up of approximately 400 visitors to the building and mailing list members. It provided feedback and comments that informed decision making on the subjects, themes and methods of presentation used in marketing campaigns and

communication material. The project also provided significant information about the type of experience visitors wished to have, which will be used as a guide in developing future programs and activities.

Participants in the community were strongly supportive of the expanded role and activities of the museum development.

Extensive focus group testing and online research was also carried out to gauge people's perceptions of the new museum and to determine the most effective way of communicating the rebranding of Old Parliament House to the general public. The findings from this research formed the basis for the new Museum of Australian Democracy brand.

Promotion

The agency implemented an awareness campaign to communicate the new role and branding of Old Parliament House, through public relations activities and advertising.

A substantial three-month public relations campaign, entitled *What's on Your Mind?* commenced on 18 February 2009 with the minister's announcement of the new brand name 'The Museum of Australian Democracy at Old Parliament House'. A dedicated website was launched as part of the campaign.

A focus of the campaign was the lead-up to a public debate in the former House of Representatives chamber, with a number of prominent Australians participating. The public voted and commented on potential topics and participants through the dedicated website. The campaign culminated when the debate was held, on the subject of 'Work-Life Balance', on 8 May 2009.

The public relations campaign generated substantial public awareness of, and interest in, the agency's expanded role and the museum launch. It generated media coverage equating to over \$1 million worth of advertising. The campaign received coverage from major national and regional media outlets through television, press, print, radio and the web.

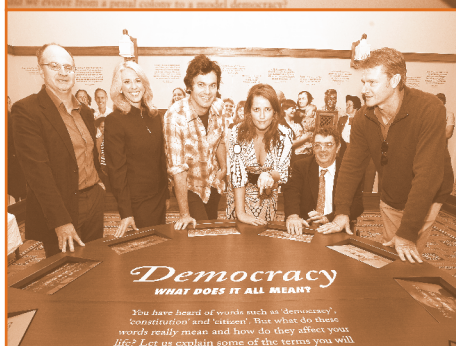
The advertising campaign, which was informed by focus group research, included television, press and online advertisements. The campaign highlighted the enhanced role of Old Parliament House and provided an overview of the new museum experience.

During 2008–09, Old Parliament House worked closely with Australian Capital Tourism and was a member of various tourism bodies, including the Canberra Convention Bureau, the National Capital Attractions Association and the Tourism Industry Council (ACT and Region). Such relationships are vital to the agency's effective operation and promotion as a significant national cultural attraction.

Training and uniforms

Staff and volunteers underwent extensive training to prepare them for the additional duties of presenting the new attractions, tours and education programs. New duties include the presentation of the Insight tours, led by volunteers, and the *Cabinet-in-Confidence* program, conducted by staff, both of which are presented six times daily.

As part of the launch of the museum, new uniforms were introduced for both Visitor Services staff and volunteers. The designs and colours are consistent with the new branding and assist visitors in identifying staff and volunteers.



Images: (Top) Former Prime Minister, the Hon Bob Hawke, formally launches the Museum of Australian Democracy. Ruby Hunter and Archie Roach perform at the opening ceremony. (Middle) Visitors exploring the interactive timeline in *Australian Democracy—more than 2000 years in the making*. (Bottom) Participants in the 8 May debate *What's on Your Mind?* (L–R) James O'Loughlin, Tracey Spicer, Steve Cannane, Bianca Dye, Jeffrey Robertson, William McInnes. Photos Chalk Studio

CASE STUDY: Museum launch

The official opening of the Museum of Australian Democracy at Old Parliament House was celebrated with a range of events during the week of 8–14 May 2009.

The *What's on Your Mind?* public relations campaign that led up to the launch culminated on Friday, 8 May 2009, with an entertaining public debate in the House of Representatives chamber.

The official launch was held during an Open Day on Saturday, 9 May 2009. Events included:

- a free breakfast for 1,500 visitors and participants
- performances by several local choirs, and a concert featuring Ruby Hunter and Archie Roach, and John Williamson
- a 'Welcome to Country' by Ngambri representative Mr Paul House
- speeches by Advisory Council Chair Mr William McInnes and the then Cabinet Secretary and Special Minister of State, Senator the Hon John Faulkner.

The museum was officially opened by former prime minister the Hon Bob Hawke.

Following the opening, around 2,850 visitors entered the building to explore the new exhibitions and attractions free of charge. Special activities were on offer to add to the visitor experience, including face painting, badge making and appearances by characters inspired by the content of the new exhibitions.

Sunday, 10 May 2008, was also an Open Day, with free visitor entry and additional activities. The events concluded with a concert in King's Hall, presented in association with the Canberra International Music Festival. The program included *An Australian Anthem* by noted Australian composer Mr Peter Sculthorpe, who delivered a short talk. The day and concert were attended by over 1,500 visitors.

Overall, the weekend was a major success, and generated substantial media coverage, including a live broadcast by the local ABC radio station.

Later in the week:

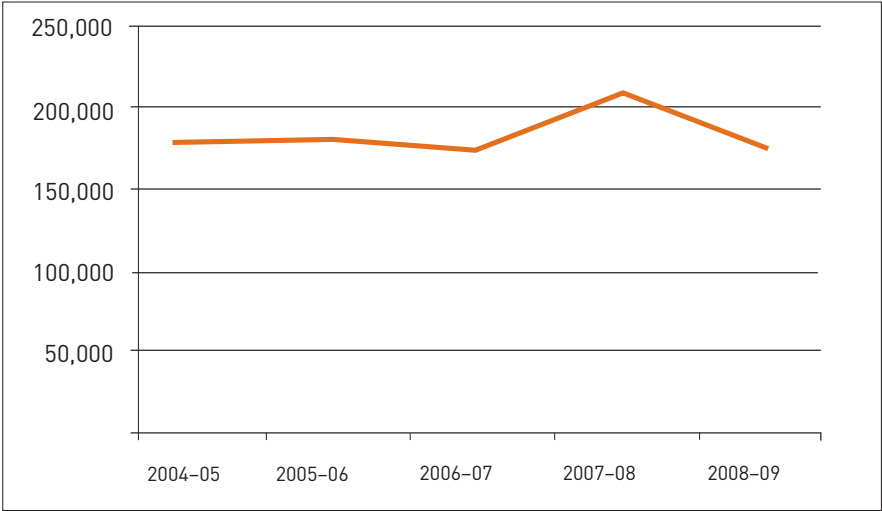
- on 11 May, in the House of Representatives chamber, Ms Kirsty Sword Gusmão, founder and Chair of the Alola Foundation, spoke about the role of women in the new democracy of East Timor, and signed copies of her book *A Woman of Independence—a story of love and the birth of a new nation*
- on 13 May, the Association of Former Members of the Parliament of Australia held its annual meeting in the building; the participants were invited to a morning tea, a talk presented by senior staff on the redevelopment of Old Parliament House, and a tour of the exhibitions
- on 14 May, an evening reception was held for industry colleagues. Singer, writer and director Ms Robyn Archer gave a short talk discussing the role of the artist in our democracy and her reflections on the museum sector.

The promotional campaign, launch and associated activities attracted substantial media coverage. A total of 4,836 visitors attended special events and functions during the opening week.

Visitation

As expected, visitor levels for 2008–09 for exhibition areas fell slightly as a result of the departure of the National Portrait Gallery in April 2008 and the impact of redevelopment works, as indicated in Figure 6. However, the fall was less severe than expected.

Figure 6 Trends in visitor numbers, 2004–05 to 2008–09



Visitation to the end of April 2009 was 141,985, compared to 178,201 in the equivalent period in the previous financial year. With the launch of the Museum of Australian Democracy in May 2009, visitor numbers increased, with visitation of 33,470 in May–June compared with 29,845 in May–June 2008, as Figure 7 shows. These numbers suggest a return to visitation levels at least equal to those experienced before the departure of the National Portrait Gallery.

Figure 7 Trends in total monthly visitor numbers, 2007–08 and 2008–09

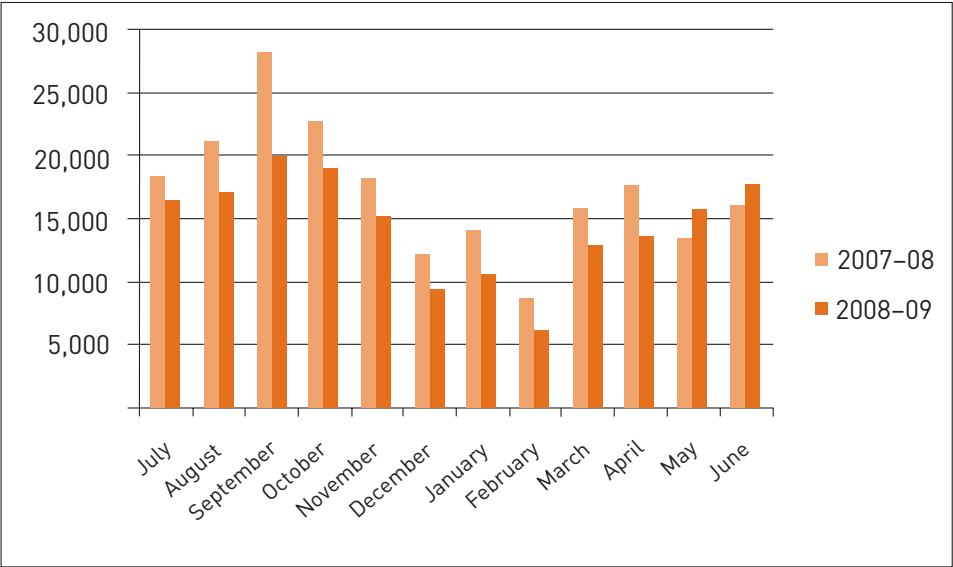
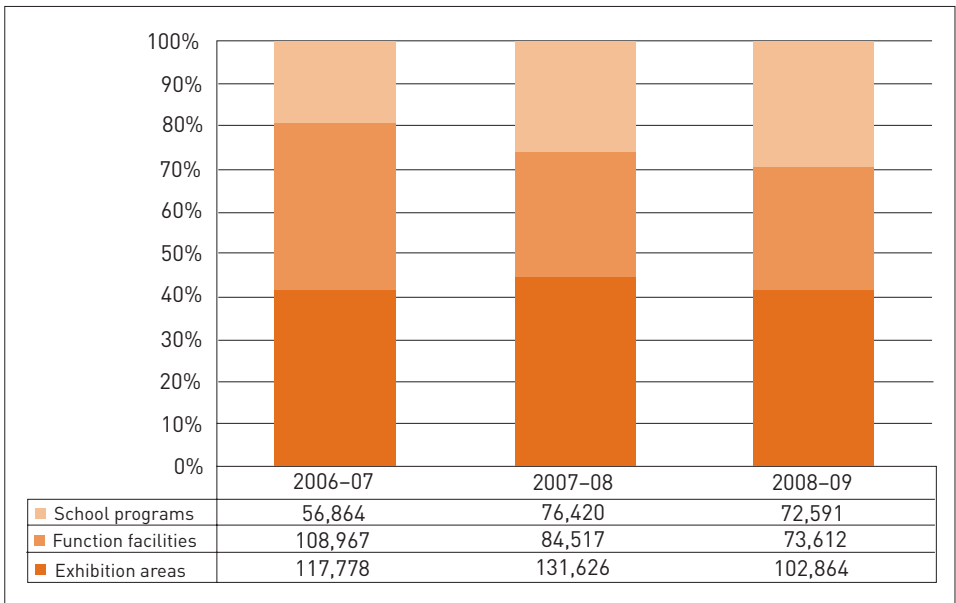


Figure 8 shows that, overall, school visitation has increased in recent years. This can be partially attributed to the Australian Government’s Parliament and Civics Education Rebate (PACER) initiative, introduced from 1 July 2006. Schools may claim the PACER to offset the cost of students’ travel to the national capital if the students visit three major attractions, including Old Parliament House. The slight fall in student visitation in 2008–09 was due to restrictions being placed on numbers because of the redevelopment works.

The variation in levels of visitation to exhibition areas and associated programs reflects a several-year peak in visitation in 2007–08 and the impacts in 2008–09 of the redevelopment works and the departure of the National Portrait Gallery.

Figure 8 Proportion of total visitors by activity, 2006–07 to 2008–09

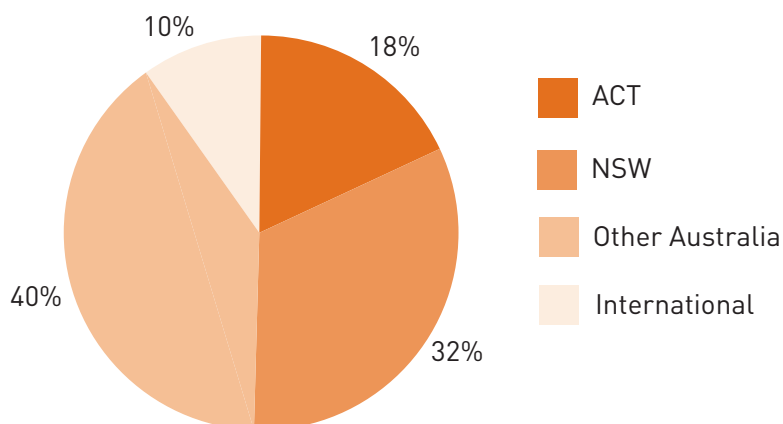


Visitor profile

A database of visitor information has been built up through frequent exit surveys and other information-gathering methods since 1999. Such data assists in planning marketing strategies, such as targeting particular regions or market segments.

Figure 9 gives a breakdown of visitation by origin, showing that the largest group of visitors surveyed were residents of New South Wales.

Figure 9 Proportion of total visitors by place of residence, 2008–09



Visitor satisfaction

In 2008–09, visitor satisfaction levels were gauged in a number of ways.

Oral and written feedback from visitors to the building was actively encouraged and recorded, with visitor books provided. Comments gathered in this way were circulated throughout the agency for consideration.

Feedback and comment were routinely sought from the teachers of school groups that went through Old Parliament House education programs. Such feedback was overwhelmingly positive. All feedback was gathered for consideration in the management, presentation and future development of education programs.

Users of the Café were regularly surveyed, and registered high levels of general satisfaction.

Overall, visitor feedback was positive in 2008–09, particularly in relation to the opening of the museum.

No formal direct surveying of general visitors to the building was undertaken during the year, because resources were directed to redevelopment priorities. However, a market segmentation study undertaken as part of the planning of the museum will allow the agency to better identify, target and plan for the needs and interests of specific audiences, thus ensuring higher levels of visitor satisfaction. The new museum exhibitions and activities have visitor reaction and satisfaction levels built into their planned evaluation and refinement programs, to help ensure that future operations effectively incorporate and meet audience expectations and generate positive visitor responses.

Completion of projects

All new content and program projects associated with the Museum of Australian Democracy were fully completed, or completed to a preview stage, in time for the launch of the museum in May 2009. Some projects required more work before becoming fully operational; that work was scheduled to be completed by mid to late 2009. All projects were achieved on budget.

Completion of the Interpretation Plan

Ensuring that visitors are able to connect the history of Australian democracy with the history and heritage values of the Old Parliament House site is an integral objective of the museum. To achieve this objective, in 2008–09 the agency developed and began to implement a new Interpretation Plan, covering the period from 2009 to 2013.

The plan is an important tool for uniting the museum's activities with the interpretation of the building's heritage values, and is a requirement under the Heritage Management Plan. It will be periodically reviewed during its life to ensure it remains relevant.

**'Democracy museum breathes
new life in the Old House'
– *The Australian* 8 May 2009**



Image: Choir and performer John Williamson participating in the 9 May 2009 opening ceremonies for the Museum of Australian Democracy. Photo Chalk Studio

4

MANAGEMENT
AND
ACCOUNTABILITY

MANAGEMENT AND ACCOUNTABILITY

Overview

The functions outlined in this chapter contribute to the efficient and effective delivery of Outcome 1.

Overall, all management and accountability responsibilities were met to a high degree in the first year of Old Parliament House's performance as an Executive Agency.

The 'Management and accountability' chapter, in conjunction with the following 'Financial statements' chapter, addresses reporting requirements under the *Public Service Act 1999* and the *Financial Management and Accountability Act 1997* (FMA Act), in addition to the *Requirements for annual reports for departments, executive agencies and FMA Act bodies*.

This annual report also includes required information about the agency's:

- arrangements for access to documents, under s. 8 of the *Freedom of Information Act 1982*, at Appendix F
- occupational health and safety performance, under s. 74 of the *Occupational Health and Safety Act 1991*, at Appendix G
- contribution to ecologically sustainable development, under s. 516A of the *Environment Protection and Biodiversity Conservation Act 1999*, at Appendix H

- expenditure on advertising and market research, under s. 311A of the *Commonwealth Electoral Act 1918*, at Appendix K.

Corporate governance

The Director provides leadership to the agency and, in consultation with the Deputy Directors and senior managers, is responsible for overseeing corporate governance and determining strategic priorities.

All sections of the agency are accountable through their planning and reporting activities. These planning and reporting activities are centrally managed and coordinated through the Human Resources and Governance Section and the Finance Section, which ensure that the agency complies with its responsibilities as an Executive Agency under the *Public Service Act 1999* and the FMA Act.

Relevant activities include:

- developing and implementing Chief Executive's Instructions
- developing and managing appropriate policies and plans, including risk management, fraud control, business continuity and occupational health and safety
- coordinating and managing strategic planning, including corporate and business plans



Image: Senator the Hon John Falkner, the Prime Minister, the Hon Kevin Rudd MP, and Old Parliament House staff members Kate Cowie and Michael Richards, during the Prime Minister's 13 November 2008 visit to deliver a speech marking the centenary of the Fisher Government.
Photo Chalk Studio

- preparing and coordinating reports and advice to key stakeholders, such as the Cabinet Secretary and Special Minister of State, the Department of the Prime Minister and Cabinet, and the Advisory Council.

Prior to 1 July 2008, Old Parliament House was administered under, and complied with, the corporate governance standards and requirements of the Department of the Environment, Water, Heritage and the Arts (DEWHA).

Since its establishment as an Executive Agency on 1 July 2008, as part of the development of its own corporate structure, Old Parliament House has developed and implemented a range of corporate governance arrangements. All new policies and guidelines that were developed as part of this process were based on agency-wide consultation and input.

Senior management committees

The agency maintains committees to assist with its management. The two key committees are the Executive Management Group (EMG) and the Senior Management Group (SMG), both of which meet fortnightly.

EMG consists of the Director and Deputy Directors and deals with management issues across the agency. SMG, which includes EMG and all section managers, deals with corporate and business planning and provides an avenue for consultation across the agency.

Details on the EMG and SMG, along with other agency management committees, are described in Table 7.

Table 7 Management committees, 2008–09

Attendance	Role	Meetings
Executive Management Group		
Chair: Director	Sets strategic directions for the agency. Provides an avenue for discussion and decision making on agency-wide issues.	Fortnightly
Members: Deputy Directors	Oversees risk management.	
Senior Management Group		
Chair: Director	Provides an avenue for decision making, consultation and feedback on agency-wide issues.	Fortnightly
Members: All section managers	Promotes risk management within the agency, regularly reviews and assess key risks, and ensures appropriate linkages between risk management and planning.	
Audit Committee		
Chair: Deputy Director, Corporate and Heritage	Enhances the agency's control framework. Assists the agency to comply with legislative and other obligations.	Approximately every three months
Deputy Chair: Deputy Director, Exhibitions, Research and Programs	Improves the objectivity and reliability of externally published financial information.	
Members: <ul style="list-style-type: none"> • Manager, Heritage and Information Technology • Manager, Research and Collections • External member 	Provides assurance to the Director in relation to her responsibilities under the <i>Financial Management and Accountability Act 1997</i> .	
Observers: <ul style="list-style-type: none"> • Chief Finance Officer • Manager, Human Resources and Governance • Australian National Audit Office representatives 		
Secretariat: <ul style="list-style-type: none"> • Human Resources and Governance 		

Table 7 Management committees, 2008–09

Attendance	Role	Meetings
Occupational Health and Safety Committee		
Chair: Deputy Director, Corporate and Heritage	Oversights health and safety matters. Identifies, develops and implements consistent strategies to address occupational health and safety requirements.	Approximately every three months
Deputy Chair: Manager, Building Services		
Members:		
<ul style="list-style-type: none"> • First aid officers • Designated Work Group Health and Safety Representative and Deputy Representative • Representatives of Human Resources • Governance • Building Services • Visitor Services • Security staff 		
Heritage Actions Committee		
Chair and Delegate: Deputy Director, Corporate and Heritage	Discusses action proposals in accordance with Policy 21 of the <i>Heritage Management Plan</i> .	Fortnightly
Deputy Chair: Manager, Heritage and Information Technology	Makes recommendations to the Delegate. Suggests independent advice where relevant .	
Members:	Provides input to ensure decisions made regarding use and change in and on the place will not have a significant adverse impact on the heritage values of the place. Activities of the committee are reported to the Advisory Council.	
<ul style="list-style-type: none"> • Deputy Director, Interpretation and Programs • Assistant Manager, Heritage • Manager, Building Services • Manager, Capital Projects • Building Services Officer • Manager, Human Resources and Governance • Manager, Redevelopment Taskforce • Manager, Interpretation • Manager, Research and Collection Development • Manager, Australian Prime Ministers Centre 		

Table 7 Management committees, 2008–09

Attendance	Role	Meetings
Acquisitions Committee		
Chair and Delegate: Deputy Director, Exhibitions, Research and Programs	Discusses and determines appropriate additions to the collection for approval by the Delegate in accordance with Policy 3.3 of the Collection Management Policy.	Monthly
Deputy Chair: Manager, Research and Collections	Activities of the Committee are reported to the Advisory Council.	
Secretariat: Registrar		
Members:		
<ul style="list-style-type: none"> • Manager, Heritage and Information Technology • Assistant Manager, Heritage, • Manager, APMC • Librarian • Manager, Visitor Experience • Senior Historian • Manager, Interpretation 		

Chief Executive's Instructions

The development of comprehensive Chief Executive's Instructions was one of the first actions associated with the establishment of the new Executive Agency. The instructions are consistent with the *Public Service Act 1999*, the FMA Act and other relevant legislation and guidelines. They are reviewed regularly and updated through the Finance Section as required.

performance agreements which form part of the staff Performance and Development Scheme (details of which are outlined under 'Learning and development').

Table 8 summarises the main plans and policies that informed the agency's management and operations in 2008–09.

Corporate planning

The agency's Corporate Plan covers the period 2008–11. The plan was developed to take account of the move to Executive Agency status. It outlines the values, mission and objectives of the agency, thus ensuring that the corporate goals and focus of the organisation are aligned with the agency's Outcome 1.

The Corporate Plan is underpinned by the 2008–09 Business Plan, individual work plans for each section, and the individual

Table 8 Corporate management plans and policies, 2008–09

Plan/policy	Purpose	Period
Business Continuity Plan	Outlines processes designed to ensure the agency resumes normal operations quickly and efficiently following disruptions.	2009–11
Business Plan	Provides a detailed outline of the activities and services that the agency will deliver during the year.	2008–09
Charter of Operations	Sets out the agency's obligations and services to the public. Developed to meet government requirements for all national cultural agencies and institutions.	2008–09
Collection Management Policy	Sets out guidelines for the management, maintenance and development of the Old Parliament House collections.	2008–13
Corporate Plan	Identifies and provides detail on the agency's key objectives, priorities and measures of success.	2008–11
Disaster Management Plan	Manages the agency's response to and recovery from emergencies, disasters and other disruptive events.	2008–09
Fraud Control Plan	Complies with statutory obligations and provides guidance to staff on the policy and procedures dealing with fraud.	2009–11
Fraud Risk Plan	Provides the agency and its staff with a tool to identify and manage fraud.	2008–09
Guidelines for staff on the APS Code of Conduct	Provides staff with guidance on the standards of behaviour with which they are expected to comply under the Australian Public Service Code of Conduct.	2008–09
Heritage Management Plan	Meets agency obligations under the <i>Environmental Protection and Biodiversity Conservation Act 1999</i> .	2008–13
Internal Audit Program	Provides the agency with a level of independent assurance on the appropriateness of the internal controls and business risk management that meet the agency's obligations under the <i>Financial Management and Accountability Act 1997</i> .	2008–10
Life Cycle Cost Plan	Guides activity for necessary conservation, refurbishment and cyclical building works for a 15-year period.	2007–22
Occupational Health and Safety Policy	Assists the agency to maintain a safe and healthy workplace in compliance with s. 16 of the <i>Occupational Health and Safety Act 1991</i> .	2008–11
Physical Assets Management Policy	Manages the physical items that form the assets of the agency.	2008–09
Risk Management Plan	Provides the agency and its staff with a tool to identify and manage risk.	2008–09

Table 8 Corporate management plans and policies, 2008–09

Plan/policy	Purpose	Period
Whistleblower Policy and Procedures	Provides staff with information on whistleblowing and procedures the agency and the whistleblower should follow.	2009–12
Workplace Harassment Guideline	Outlines, in detail, the procedures to follow to address an allegation of workplace harassment.	2008–11

APS = Australian Public Service

Business continuity

A Business Continuity Plan, aimed at ensuring a timely response to any disruption that may occur and a prompt resumption of normal operations, was developed and implemented in 2008–09. The agency negotiated a memorandum of understanding with the Australian Institute of Aboriginal and Torres Strait Islander Studies for the reciprocal provision of emergency off-site accommodation when necessary.

Disaster management

As a major historical and tourist site, Old Parliament House manages and maintains a Disaster Management Plan. The existing plan was revised and updated during 2008–09.

Audit

An Audit Committee was established as required by the FMA Act. The committee aims to:

- enhance the agency's control framework
- assist the agency to comply with legislative and other obligations
- improve the objectivity and reliability of externally published financial information
- provide assurance to the Director in relation to her responsibilities under the FMA Act.

In addition to agency representatives, its membership includes an independent external member and observers from the

Australian National Audit Office. The committee is directly responsible and accountable to the Director for meeting its responsibilities.

The committee met in January and April 2009. Its activities included developing and approving the charters for the committee itself and for internal audit functions, a three-year internal audit program, and a review of the initial Risk Management Plan.

Walter Turnbull was appointed as the agency's short-term provider of internal audit services. The agency expects to appoint a long-term contractor in 2009–10.

Risk management

An initial Risk Management Plan was developed in 2008–09, drawing on relevant elements of DEWHA plans as well as measures to deal with the agency's new responsibilities. The plan was subsequently reviewed by the internal auditors and revised to more clearly focus on key strategic risks, and ways to monitor, respond to and minimise them.

Risks are managed and reviewed through the Executive Management Group and Senior Management Group. They provide guidance and feedback on risk management issues and strategies, promote risk management within the agency, regularly review and assess key risks, and ensure appropriate linkages to corporate and business planning processes and budget processes.

Risk management training was undertaken by all staff in 2008–09.

Fraud control

A Fraud Risk Plan and Fraud Control Plan were developed and implemented in 2008–09. These measures were supported by the Risk Management Plan.

The Director appointed the Manager, Human Resources and Governance as the agency's Fraud Liaison Officer, to deal with any matters related to fraud or suspected fraud.

Annual fraud control data is collected and reported to the Attorney-General's Department.

These measures help to ensure that the agency complies with the *Commonwealth Fraud Control Guidelines*. The Director's certification that the agency has appropriate fraud prevention plans and processes in place is contained in the letter of transmittal.

No cases of suspected fraud occurred and no investigations were undertaken during 2008–09.

Security

The Security Advisor is responsible for maintaining minimum protective security standards within Old Parliament House. This position is held by the Manager, Building Services.

The Security Advisor:

- develops, implements, monitors and reviews building security policies and procedures
- manages the contract with the external supplier of the building's security guards.

All staff were required to hold protected-level security clearances. All new staff are required to undergo security checks in order to be cleared to that level.

Ethical standards

Old Parliament House strives to create and maintain a safe, healthy and productive workplace, free from discrimination, harassment and other forms of harmful behaviour.

The Australian Public Service (APS) Values and Code of Conduct underpin and are reinforced by the agency's policies and plans, including the Risk Management Policy and Fraud Control Policy and Plan.

To foster ethical behaviour, in 2008–09 the agency also developed and implemented the:

- Workplace Harassment Guideline
- Whistleblower Policy and Procedures
- Guidelines for staff on the APS Code of Conduct.

Senior executive remuneration

Remuneration for the Director is determined by the minister, with advice from the Remuneration Tribunal, under the *Public Service Act 1999*.

In 2008–09, remuneration for Senior Executive Service (SES) staff was determined in line with Department of the Environment, Water, Heritage and the Arts guidelines. The base salary of one SES officer had been set through a pre-existing Australian Workplace Agreement and negotiated between the officer and senior executive management of the then Department of Communications, Information Technology and the Arts. That of the other SES officer was negotiated between the officer and the Director. Performance pay provisions were subject to performance outcomes, and the rate of performance pay was determined by the Director. These conditions were prescribed in individual s. 24 determinations.

More information on terms and conditions and performance pay is provided in the 'Human resources management' section. Details of salary ranges are at Appendix E.

External scrutiny

The only external scrutiny affecting the agency in 2008–09 was routine budget and audit scrutiny, as Table 9 shows.

Table 9 External scrutiny of Old Parliament House, 2008–09

Type	Activity
Auditor-General	The agency was the subject of a Financial Statements Audit by the Australian National Audit Office.
Privacy Commissioner	The Privacy Commissioner made no reports under the <i>Privacy Act 1988</i> concerning the agency’s practices or actions.
Commonwealth Ombudsman	The Commonwealth Ombudsman considered no matters involving the agency.
Freedom of information requests	No requests for access to documents under the <i>Freedom of Information Act 1982</i> were received.
Parliamentary committees	Other than Senate Estimates Committees, the agency did not appear before any parliamentary committees. No reports that were on issues specifically relevant to Old Parliament House were received from parliamentary committees.
Administrative Appeals Tribunal	No decisions by the agency were the subject of review by the Administrative Appeals Tribunal.

Human resources management

The change to Executive Agency status and implementation of the museum initiatives in 2008–09 generated substantial challenges for human resources management. The agency successfully took measures to meet short-term challenges and support longer term objectives.

Key results included:

- establishing Old Parliament House as an Executive Agency within the Prime Minister and Cabinet portfolio, and ensuring a smooth transition of staff from DEWHA to the agency
- engaging a payroll services provider through an extension of the existing contract between the Department of the Prime Minister and Cabinet and its contracted supplier
- comprehensively reviewing recruitment policies and guidelines
- implementing the Performance and Development Scheme

- developing monthly reports to monitor and manage staffing activities
- continuing access to placements in the Cultural Management Development Program and Advanced Workplace Skills Program for employee development.

Staffing

Old Parliament House aims to attract, develop and retain high-quality people, as a way to ensure corporate goals are achieved and changing business needs are met. In 2008–09, the agency used temporary transfers and non-ongoing contracts to meet the short-term staffing and skills needs of capital works projects, redevelopment initiatives and the museum launch.

Staff numbers fluctuated significantly because of the high proportion of short-term staff engaged for the development of the Museum of Australian Democracy. At the time of the museum launch on 9 May 2009, the staffing level was 94 employees,

with a full-time equivalent (FTE) of 84.4. At 30 June 2009, the staffing level was 81 employees—61 ongoing, 11 non-ongoing and 9 casual—with an FTE of 74.9. These figures do not include the position of Director, whose remuneration is determined by the minister with advice from the Remuneration Tribunal.

Development of a workforce plan commenced, with completion and implementation expected to occur in 2009–10.

Detailed information on staffing is provided at Appendix E.

Terms and conditions

Under machinery of government changes, Old Parliament House moved from DCITA to DEWHA on 3 December 2007, and departed from DEWHA to become an Executive Agency on 1 July 2008. Employees were thus entitled to a blend of employment terms and conditions in 2008–09. The agency's first enterprise agreement, which was being negotiated at the end of June 2009, will supersede the disparate arrangements and provide consistent terms and conditions for staff.

Determinations under s. 24(1) of the Public Service Act 1999

In 2008–09, the terms and conditions of most employees were defined by a determination made under s. 24(1) of the *Public Service Act 1999* as part of the December 2007 changes or a s. 24(1) determination made as part of the July 2008 changes. Those determinations generally extended the employment arrangements previously available under the collective agreements of DCITA and DEWHA, respectively.

Two SES officers were employed under individual s. 24(1) determinations prescribing remuneration and conditions of employment. Two non-SES officers had individual s. 24(1) determinations in place to determine salary level.

Australian Workplace Agreements

Five non-SES officers were still entitled to conditions that had previously been specified in Australian Workplace Agreements at the time of Old Parliament Houses Machinery of Government transfer from DCITA to DEWHA.

Enterprise agreement

At 30 June 2009, the agency was in the process of negotiating its first enterprise agreement. When implemented, the agreement will displace the conditions specified for staff at the Australian Public Service 1 through to Executive Level 2 levels under the general s. 24(1) determinations, and all individual arrangements in place through pre-existing Australian Workplace Agreements and s. 24(1) determinations.

Performance pay

End-of-cycle performance assessments are used to determine performance payments for staff eligible to receive performance pay.

In 2008–09, the aggregate of performance pay for the agency was \$91,730:

- Two SES officers received a total of \$29,104 performance pay in relation to their performance in 2008–09.
- Five non-SES officers received a total of \$62,626 performance pay in relation to their performance in 2008–09.

Learning and development

The agency's key development strategies in 2008–09 included:

- identifying staff development needs through the Performance and Development Scheme
- creating a corporate learning program to develop employee corporate skills
- introducing mandatory training in finance, occupational health and safety, risk and fraud management.

By 30 June 2009, mandatory finance training had been delivered to 86 staff, and risk and fraud training to 40 staff. The agency used staff surveys to evaluate and review the relevance and content of the training sessions.

A number of staff also undertook more specialised training in areas relevant to the corporate responsibilities associated with the organisation's new status as an Executive Agency.

Training was also provided for harassment contact officers, health and safety representatives, first aid officers and fire wardens.

One staff member completed the Cultural Management Development Program and three staff members completed the Advanced Workplace Skills Program. Participating organisations tailored the programs to enable key staff of cultural institutions to develop leadership and management skills. Learning outcomes were agency-driven, providing participants with the opportunity to improve their personal and technical skills, thus enhancing their overall value to the organisation.

In addition, staff accessed a range of professional development opportunities, including:

- the Museums Australia conference, 'Works in Progress'
- the History Teachers' Association of Australia National Conference
- IMAGE professional development sessions run by the Museums Australia Education National Network
- the 'Teaching History with Fiction, and Teaching Fiction with History' seminar at the Australian War Memorial
- the 2009 National Values Education Conference, 'Values in Action: shaping positive futures'

- the 'Management to Leadership' course run by the Centre for Public Management in association with the Australian Public Service Commission
- the 'Learning Opportunities and Museums—Key Issues' conference held by ENVI (Museums Australia Education National Network Victoria branch).

Promoting a safe and supportive workplace

An Occupational Health and Safety (OH&S) Policy and health and safety management arrangements were established and implemented during the year. A designated workgroup was identified and health and safety workplace representatives were appointed.

An OH&S committee was established to oversee health and safety matters, and to identify, develop and implement consistent strategies to address OH&S requirements. Its membership is at Table 7.

The committee reports directly to the Executive Management Group and to all staff by publication of the minutes of its meetings on the agency intranet. The committee meets quarterly and following its establishment, met three times in 2008–09. A statistical report on OH&S is at Appendix G.

As noted, training was provided for health and safety representatives, harassment contact officers and first aid officers. Fire wardens attended seven training sessions, and one trial emergency evacuation for all staff was held.

Staff and volunteers were offered influenza vaccinations, and 56 received vaccinations. Staff were also offered work station assessments, and three had assessments carried out.

The agency's employment policies, procedures and practices comply with the requirements of the *Disability Discrimination Act 1992*. Learning and development activities take into account

any specific, identified needs of employees.

The employment terms and conditions of agency staff include effective complaints and grievances mechanisms.

Commonwealth Disability Strategy

Old Parliament House has a 'provider' role under the Commonwealth Disability Strategy.

The agency provides a range of services to the public, including exhibitions, visitor services, reference services, publications (visitor guides) and websites. Disability strategies are incorporated into the development and continuous improvement of these services, as well as the maintenance and development of the building and the training of staff and volunteers.

During the redevelopment of Old Parliament House in 2008–09, particular attention was paid to improving access to the overall visitor experience for people with disabilities. Specific initiatives included the following:

- The units of the new interactive timeline in the *Australian Democracy—More than 2,000 Years in the Making* exhibition were designed to provide for wheelchair access.
- Closed caption facilities (English language subtitles) were included in the exhibition content of the *Cabinet-in-Confidence* Decision Theatre.
- The content and physical design of the *Hands on Democracy* family exhibition considered the access needs of visitors, including school students with intellectual or physical impairment, and included a braille quote as part of its 'quotes corridor'.
- The building redevelopment improved directional signage, including adding braille to the toilet signs.
- A disabled access lift was installed in the Café/Members Dining Room area, and existing lift services were upgraded.

- Wheelchairs and electric scooters were provided as required for visitors in need.
- The agency website complied with the Worldwide Web Consortium Web Content Accessibility Guidelines, which have been adopted as the Australian Government standard.
- Relevant training continued to be provided for staff and volunteers.
- The agency agreed to an approach from Disability ACT to become an affiliate business for the ACT Companion Card. The card is part of a federal program under which free entry will be granted to the companion or carer of a person with a disability who requires some level of assistance.

Table 10 summarises the agency's performance against the indicators and targets set out for providers in the Commonwealth Disability Strategy reporting template.

Table 10 Summary of results against Commonwealth Disability Strategy performance measures for providers, 2008–09

Performance indicator	Performance measure	Performance in 2008–09	Goals for 2009–10
Providers have established mechanisms for quality improvement and assurance.	Evidence of quality improvement and assurance systems in operation.	<p>Planning and development of the new museum initiatives included consideration of disability needs, requirements and standards, and the inclusion in the development of a large number of disability-specific measures.</p> <p>The agency responded to relevant outside proposals, agreeing to an approach from Disability ACT to become an affiliate business for the ACT Companion Card.</p>	<p>Continuation and improvement of disabled access measures.</p> <p>Improved lighting and handrails in visitor toilet areas in King's Hall.</p> <p>Implementation of Companion Card system.</p>
Providers have an established service charter that specifies the roles of the provider and consumer and service standards which address accessibility for people with disabilities.	Established service charter that adequately reflects the needs of people with disabilities in operation.	A service charter was under development.	<p>Service charter completed and operational.</p> <p>Ongoing evaluation of charter's effectiveness.</p>
Complaints/grievance mechanisms, including access to external mechanisms, in place to address concerns raised about performance.	Established complaints/grievance mechanisms, including access to external mechanisms, in operation.	Hard-copy and electronic client feedback forms were under development.	<p>Client feedback forms operational.</p> <p>Ongoing evaluation and incorporation of feedback.</p>

Information management

Old Parliament House continued to make use of the information and communications technology (ICT) services of DEWHA until 31 October 2008, as part of the agreed arrangements for its transition to an Executive Agency.

During this period, arrangements were made for the provision of ICT services under a memorandum of understanding with the Department of the Prime Minister and Cabinet. Necessary technical links were established, and relevant technology was rolled out in time for the new service arrangement to commence on 1 November 2008. Old Parliament House worked closely with the department to achieve a smooth transition. This was successfully accomplished, with minimal disruption to normal operations.

Responsibility for ICT management, liaison, policy and online services was assigned to the Heritage Section, which became the Heritage and Information Technology Section. Representatives of the agency and the department meet monthly, and more often if required, to monitor service delivery and management.

Relevant guidelines were developed and implemented during 2008–09, including processes for the development of business cases and assessment of new ICT projects. These processes ensure that all project proposals are fully scoped, project plans are prepared, risk analyses are undertaken, life-cycle costing is considered in the initial scoping and implementation phase, and the relevance to the strategic direction of the agency is clear. The processes were based on extensive consultation within the agency.

In 2008–09, several major ICT projects were completed:

- The agency successfully moved into its new ICT operating environment, involving the introduction of new desktop computers for all staff and a new Standard Operating Environment.

- A connection to the Australian Academic Research Network (AARNet) was created. AARNet is a not-for-profit, high-speed network that facilitates engagement with learning groups nationally and internationally. This connection enables the effective use and monitoring of the technology in the new museum exhibitions.
- The agency's own intranet was developed, providing relevant information resources and facilities for staff.
- The agency's website was redeveloped and substantially upgraded and became the website of the Museum of Australian Democracy at Old Parliament House (as described in more detail in the report on performance for Output 1.2).

Assets management

The agency applies best practice asset management principles to its facilities and associated assets. Issues that could impact on energy consumption, waste, recycling and climate change are also considered when planning, acquiring, operating and disposing of assets.

Two plans ensure that the management of assets forms part of the agency's integrated planning and management framework:

- the Physical Assets Management Policy, used to manage an annual stocktake of assets
- the Heritage Management Plan, used to manage the heritage assets of the building itself and the agency's heritage collection of furniture and fittings.

Valuations of both the building and its heritage collection were carried out in 2008–09.

Condition assessment and strategic life-cycle planning are used to develop asset replacement plans for key assets. The Life Cycle Cost Plan guides activity for

the conservation, refurbishment and cyclical works required to maintain the building over the next 15 years.

Such plans are critical tools in implementing the Business Plan and developing the agency's budget. They are also integral to long-term planning and management processes to maximise the facilities' capability and useful life.

Major asset development projects undertaken during the year are described in the report on performance for Output 1.1.

Procurement

While the agency has a dedicated Procurement Officer to coordinate and advise on procurement matters, it operates a devolved framework that places responsibility for actual procurement activity with line area managers.

All procurement and purchasing activities in 2008–09 were conducted in accordance with the *Commonwealth Procurement Guidelines* and its principles, such as value for money and encouraging competition; the Chief Executive's Instructions; and the agency's administrative procedures and accounting policies. All of these were available to staff online or in hard copy from the Finance Section.

Consultants are engaged when necessary expertise is unavailable within the agency, or when required specialised skills are not available without diverting resources from higher priority tasks. In accordance with the *Commonwealth Procurement Guidelines*, consultants are selected by open tender, panel arrangements or select tendering.

The main areas in which consultancies were let were heritage work, exhibition and interpretation content development.

During 2008–09, 15 new consultancy contracts were entered into involving total actual expenditure of \$0.325 million (inclusive of GST). In addition, four contracts from 2007–08 were active during

2008–09, bringing the total active ongoing active consultancy contracts to 19 during the 2008–09 year, involving total actual expenditure of \$0.645 million (GST inclusive). Details of all consultancies over \$10,000 are at Appendix J.

Annual reports contain information about actual expenditure on contracts for consultancies. Information on the value of contracts and consultancies is available on the AusTender website, www.tenders.gov.au.

The agency's standard contract templates include an Australian National Audit Office access clause. All contracts signed during the reporting period for \$100,000 or more (GST inclusive) had provision for the Auditor-General to access the contractors' premises. No contract for \$10,000 or more (GST inclusive) was exempted by the Chief Finance Officer from publication on AusTender.