MUSEUM OF AUSTRALIAN DEMOCRACY AT OLD PARLIAMENT HOUSE

CORPORATE PLAN
2021 – 2022
Covering reporting period 2021–22 to 2024–25

MoAD

Museum of
Australian Democracy
Old Parliament House

Contents

Introduction

On behalf of the Board of Old Parliament House (the accountable authority) I present the Museum of Australian Democracy at Old Parliament House Corporate Plan for the period 2021-22 to 2024-25 as required under paragraph 35(1)(b) of the Public Governance, Performance and Accountability Act 2013. The plan is prepared in accordance with the Public Governance, Performance and Accountability Rule 2015.

This Corporate Plan expands on the information contained in the 2021-22 Portfolio Budget Statements and reflects the Minister's Statement of Expectations and the Old Parliament House Statement of Intent. Old Parliament House operates as the Museum of Australian Democracy at Old Parliament House.

We will report against the plan in the Old Parliament House Annual Report, tabled in Parliament each year by the Minister. The corporate plan is the principal planning document that outlines the purpose, key activities, operating context and planned performance of Old Parliament House.

The Hon Nick Minchin AO
Chair of the Board
Museum of Australian Democracy
Old Parliament House

Purpose

AS DESCRIBED IN THE PGPA (ESTABLISHING OLD PARLIAMENT HOUSE) RULE OF 6 MAY 2016, THE EXPLANATORY STATEMENT AND THE PORTFOLIO BUDGET STATEMENTS 2021-22, THE PRINCIPAL FUNCTION OF OLD PARLIAMENT HOUSE IS TO PROVIDE AN ENRICHED UNDERSTANDING AND APPRECIATION OF AUSTRALIA'S POLITICAL LEGACY AND THE INTRINSIC VALUE OF OUR DEMOCRACY.

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

Old Parliament House (OPH) refers to the heritage building and collections and the corporate entity. The Museum of Australian Democracy (MoAD) refers to the museum and its activities. The terms OPH and MoAD are used interchangeably throughout the document.

Reporting Framework

The Museum of Australian Democracy at Old Parliament House encourages Australians to value Australia's democracy by enabling them to understand the system and their role in it. We connect with them on their democracy journey by creating programs and activities that inspire them to be engaged. The Museum does this by:

- offering rigorous, educational, interactive, and engaging experiences that enlighten and empower visitors through activities that are fun and meaningful

- preserving and communicating the story and spirit of this place of outstanding national significance to our visitors

PORTFOLIO BUDGET STATEMENTS	CORPORATE PLAN	ANNUAL REPORT – ANNUAL PERFORMANCE STATEMENTS
Appropriations available/received, budgeted financial information and performance criteria.	Purposes, detailed performance criteria and activities	Use of appropriations, actual financial Information, and actual performance against criteria

The years 2021-22 to 2024-25 covered by this corporate plan take account of the PGPA Act, the reporting framework of budget statements, the strategic plan, the Minister's Statement of Expectations, and the corresponding Statement of Intent from the Accountable Authority (the OPH Board).

This period will see the conclusion of the permanent galleries refresh, development of new school curriculum-based and teacher development programs, expansion in visitor reach, a broadening of partnerships and funding base, and our substantial development and renewal of core heritage components of the building.

Operating Environment

MoAD has been operating as a Corporate Commonwealth Entity under the PGPA Act 2013 since 1 July 2016.

Our priorities have been determined in light of our analysis of the current operating environment, and potential future social, economic, financial and policy factors. It is framed by the OPH Strategic Framework 2018-2023.

The key trends and drivers that will influence our operations over the next four years are:

- COVID-19 recovery
- social trends
- government engagement

- heritage environment
- technology

COVID-19 Recovery

The emergence of COVID-19 has fundamentally changed Australian lives, impacted much of our previous Old Parliament House Corporate Plan 2020-2021, and is expected to continue to influence this plan.

Economic

The Federal Government and Reserve Bank of Australia have warned that COVID-19 will have an adverse impact on the economy and have implemented a range of strategies to address this. Recent data suggests that the full economic impact may not be as severe as predicted at the start of the pandemic; the International Monetary Fund is expecting the economy to grow by 4.5% in 2021 and 2.8% in 2022.[1]

The unemployment rate declined to 5.1% in May 2021, from 7.5% in July 2020. The employment participation rate has returned to the historic highs seen just prior to the pandemic.[2]

While the federal budget projects a short-term decline in net migration, the longer-term outlook shows a resumption of pre COVID-19 levels in 2023-24.[3]

International Travel

The Federal Budget 2021-22 forecast assumes international borders will remain closed until mid-2022. The ban on international travel will continue to affect our visitor numbers, as does the risk of interstate border closures. This will also impact the number of conferences and events held at Old Parliament House, which in turn affects the revenue derived from catering.

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[1] Australia. (2020, February 21). IMF. https://www.imf.org/en/Countries/AUS#countrydata

[2] Labour Force, Australia. (2021, May). Australian Bureau of Statistics. https://www.abs.gov.au/statistics/labour/employment-and-unemployment/labour-force-australia/latest-release

[3] Federal government 2021-22 Budget, no 3 202021. Table A5, p86.

Audience Outlook

The COVID-19 recovery picture in Australia is uncertain, despite the successful development of COVID-19 vaccines and the improved medium-term outlook for economic growth. As the percentage of vaccinated Australians rises, there will again be more dynamic opportunities for learning and engagement.

The Australian Council for the Arts has undertaken research in collaboration with Patternmakers and WolfBrown to understand changes in behaviours and sentiments of cultural audiences in the wake of the pandemic. The resulting COVID-19 Audience Outlook Monitor 2021 identified six key sentiments that shape arts and culture, post-pandemic: place, connect, escape, heal, transform, and remodel.[4]

MoAD will conduct additional research to better understand our visitor needs over the course of this plan and adjust our output accordingly.

Social Trends

Mental Health and Wellbeing

Broadly, Australian's mental health has deteriorated during the pandemic. Studies that assessed peoples' mental health before and during COVID-19 have reported marked increases in anxiety, depression and post-traumatic stress since the pandemic began.[5] Lockdowns, social isolation, and fear of infection impede traditional forms of clinical mental health care.

MoAD creates safe, communal spaces for engagement and connection, and OPH will expand its current programming in this area.

Disability Access and Inclusion

According to the Australian Institute of Health and Welfare (AIHW) around 1 in 6 Australians (4.4 million people) have a disability. In the People with Disabilities in Australia 2020 report, the AIHW notes that:

'Like everyone, people with disability want a high quality of life. To achieve this, they seek access to, and pursue outcomes across all areas of life, such as education, employment, healthcare, housing and justice. While many people with disability routinely and actively participate in these areas, some face challenges doing so. This is influenced by factors such as the nature of the opportunities, services and assistance available to them; the accessibility of their environment; and their experiences of discrimination.'[6]

4 Cruz, D. (2021, May 13). COVID-19 Audience Outlook Monitor 2021. Australia Council. https://www.australiacouncil.gov.au/research/audience-outlook-monitor/#:%7E:text=Looking%20ahead%20to%20the%20rest,to%20normal%20within%2012%20months

5 Dawel, A. (2020, October 6). The Effect of COVID-19 on Mental Health and Wellbeing in a Representative Sample of Australian Adults. Frontiers. https://www.frontiersin.org/articles/10.3389/fpsyt.2020.579985/full

6 People with disability in Australia, Prevalence of disability. (2020, October 2). Australian Institute of Health and Welfare. https://www.aihw.gov.au/reports/disability/people-with-disability-in-australia/contents/people-with-disability/prevalence-of-disability

MoAD will review our Disability Inclusion Action Plan (DIAP) in conjunction with Accessible Arts, the peak arts and disability organisation in NSW. Our refreshed and updated DIAP will inform MoAD's policies and programs to ensure access for all to our building and public programs.

Language Diversity

Australia is a multilingual nation. According to the 2016 census, there were over 300 separately identified languages spoken in Australian homes, with more than one-fifth (21%) of Australians speaking a language other than English at home.[7]

MoAD will undertake a study to identify and shortlist the best options for offering programs and services in our visitors' languages of choice.

Indigenous Affairs

The 2020 *Closing the Gap* report found only two of seven targets were met, leading to an overhaul of approach and frameworks, and a new plan that draws on renewed partnerships between Australian governments and Aboriginal and Torres Strait Islander peak organisations.[8] The development of the Commonwealth's Implementation Plan for the *Closing the Gap* framework will be led by the Minister for Indigenous Australians.

In 2021, MoAD will move to a new Reconciliation Action Plan (RAP) using the Innovate RAP Template, outlining actions that work towards achieving reconciliation within MoAD's activities as a Museum and an employer.

Trust

Museums are highly regarded and trustworthy institutions.[9] They are uniquely placed to build bridges through programming that emphasises opportunities for social cohesion and acknowledging diversity of opinion and the complexities of the past. Trust continues to be an important measure for social cohesion, providing the underpinnings for addressing complex challenges and social inclusion.

For the first time in over a decade, Australians are exhibiting substantially greater levels of political trust in both the Federal Government and the Australian Public Service (APS). In 2020, trust in Federal Government rose from 29 to 54%, and trust in the APS from 38 to 54%.[10]

Notwithstanding this, the Edelman Trust Barometer 2021 Report found that the gap in trust between the informed public and the mass population was the largest in Australia of the 27 nations studied.[11]

In the current climate, fake news sows seeds of doubt in reliable sources of news and information,

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[7] Migration, Australia, 2019–20 financial year. (2021, April 23). Australian Bureau of Statistics.

https://www.abs.gov.au/statistics/people/population/migration-australia/latest-release#net-overseas-migration
[8] Australian Government | Closing The Gap. (n.d.). Closing The Gap Report 2020. https://ctgreport.niaa.gov.au/

[9] Dilenschneider, C. (2020, January 20). In Museums We Trust. Here's How Much (DATA UPDATE). Colleen Dilenschneider.

https://www.colleendilen.com/2019/03/06/in-museums-we-trust-heres-how-much-data-update/

[10] Museum of Australian Democracy Old Parliament House, University of Southampton, trustgov, University of Canberra, Institute for Governance & Policy Analysis, Evans, M., Valgarðsson, V., Jennings, W., & Stoker, G. (2021). Political Trust and Democracy in Times of Coronavirus: Is Australia still the Lucky Country? https://apo.org.au/sites/default/files/resource-files/2020-07/apo-nid306959.pdf

[11] 2020 Edelman Trust Barometer Spring Update: Trust and the Coronavirus. (2020, May 5). Edelman. https://www.edelman.com/research/trust-2020-spring-update

with serious implications for governments and the quality of democratic practice.[12] This area presents opportunities for MoAD to expand its media literacy education program.

Government Engagement

Funding

Old Parliament House operates as a corporate entity under the PGPA Act and receives the bulk of its funding from the Federal Government through the annual budget process. OPH has been the beneficiary of substantial, project-specific capital investment, and will be for the next four years (see Heritage Environment). The budget appropriation for operating in 2021-22 reflects an additional $1.4m over two years, which will have a significant impact on our operating capacity. Despite this, operational funding growth continues to be a priority area over the longer term, so that we can offer our visitors the vibrant and essential programs and services that they need and want.

A key objective of this corporate plan is to extend funding models for revenue. This includes strategies for growing and diversifying revenue streams, partnerships with private sector donors and collaborations with other government agencies. Strategies include maximising office rentals within the building.

APSC and AEC

The Federal Government provided substantial funding to the Australian Public Service Commission (APSC) and Australian Electoral Commission (AEC) in 2020-21 for exhibitions within MoAD. All exhibitions associated with these partnerships will be implemented within the period of this plan. The APSC investment provides an opportunity to open and upgrade a previous storage space into a substantial interactive exhibition space under the Senate Chamber.

Heritage and Cultural Environment

MoAD is uniquely placed as a cultural institution that is situated in a national heritage listed building; the first purpose-built home of the Federal Parliament of Australia. MoAD has compulsory Parliament and Civics Education Rebate (PACER) status ensuring a stream of students. MoAD is the only museum of its kind, dedicated to encouraging visitors to engage with Australia's unique democracy through a range of personalised approaches.

Contemporary Museum

Research demonstrates that children who engage with museums with their families from a young age are more likely to vote, volunteer or go on to further studies later in life. [13]

Museums are vital mediators in the future success of young people, and enhance the civics and citizenship skills of communities more broadly. A best practice contemporary museum experience

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[12] Kavanagh, J. (2018, January 16). Declining Trust in Facts and Institutions Imposes Costs on Society. RAND Corporation. https://www.rand.org/pubs/research_reports/RR2314.html

[13] Cultural Learning Alliance. (2017). Key Research Findings: The Case for Cultural Learning. https://culturallearningalliance.org.uk/wp-content/uploads/2017/08/CLA-key-findings-2017.pdf

aims to:
- establish common ground in an increasingly polarised discourse
- provide visitors with a safe space for learning and interaction
- foster informal and formal learning experiences for and across all generations
- maintain and develop collections, which serve as markers of the past and provide research and storytelling opportunities that build knowledge.

Digital experience and technologies are an integrated part of contemporary museum experiences, along with analogue and onsite activities that support storytelling and engagement across all sites and platforms.

Heritage Management

OPH received Commonwealth Heritage Listing in 2004, followed by National Heritage Listing in 2006, for its outstanding national significance and value. The *Old Parliament House and Curtilage Heritage Management Plan 2021-2026* provides a rigorous management framework for the heritage values of the place. It is the statutory document under the *Environment Protection and Biodiversity Conservation Act 1999* (EPBC Act). A key ambition of this plan is balancing 'old and new' and ensuring that the building remains a much-cherished national asset.

In 2019, the Government initiated two elements of work related to its heritage obligations: the statutory review of the EPBC Act and a five-year review of the Australian Heritage Strategy. While the timeframes for the EPBC Act review remain unchanged, the progress of the review of the strategy has been delayed by disruptions caused by COVID-19.

The Australia ICOMOS Burra Charter[14], which informs the Heritage Management Plan policies, is considered world's best practice for making decisions about, or undertaking works on, places of cultural significance that deliver sound conservation outcomes. Core to this success is understanding the significance of a place and its tangible (fabric) and intangible (stories) values. Adequate time and resourcing for planning, research, decision making and seeking the best possible skilled practitioners is critical to ensuring long-term, positive heritage management.

Technology Trends

The global COVID-19 pandemic has contributed to a marked increase in digital literacy across most audience groups as numerous services have moved online, and QR codes and health apps have become familiar to Australians. As the world adjusts, expectations of our interactions with technology will continue to change. Touchless, single-use or bring your own device (BYOD) digital experiences are becoming the new normal, incorporating gesture, face and voice activated interaction and motion sensor.

Media Literacy

Media literacy is increasingly a requirement of many areas of life. A survey of 3,510 adult Australians in late 2020 found that most Australians use several different types of media each day, believe a

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[14] Australia International Council on Monuments and Sites. (2013). The Burra Charter: The Australia ICOMOS Charter for Places of Cultural Significance 2013. https://australia.icomos.org/wp-content/uploads/The-Burra-Charter-2013-Adopted-31.10.2013.pdf

diverse range of media activities are important, and have low levels of confidence in their own media abilities. They believe that media literacy is important and have little access to media literacy support.[15]

Of particular note, were the findings that people with higher levels of media literacy engage more in civic engagement activities, and media use is lower among adults who live in regional areas, have low levels of education or are living with a disability. This area presents opportunities for MoAD to expand our media literacy education programs.

Audience Expectations

Audiences are expecting personalised, intimate, and genuinely 'human' experiences; they are no longer viewing their lives as separated between the analogue and the digital. Finding a truly 'MoAD' transformative digital experience continues to be a challenge as we are limited by budget, staffing and the complexity of our offering.

A nuanced qualitative and quantitative understanding of our online and onsite audiences is needed, combined with purposeful experimentation supported by strong infrastructure, governance, and robust evaluation processes.

Bring Your Own Device (BYOD)

Our audiences are using their own digital devices more frequently and are more receptive to new digital experiences woven into their everyday lives. While this presents an exciting opportunity to reach audiences in different ways, avoiding content overload or technology fatigue is a challenge, and meeting the audience in the manner and timing of their choosing will be critical.

Critical Infrastructure

Underpinning all of this is the foundation laid by the Digital Infrastructure Program. A redeveloped web presence, Digital Asset Management System (DAMS), and Customer Relationship Management (CRM) System will enhance the technology backbone of the Museum, empowering MoAD to move into a phase of content creation and purposeful experimentation – creating experiences in line with an increasingly unpredictable, shifting landscape. This will ensure the museum will better serve audiences, build, and work with existing communities, and make the stories of Australia's democracy relevant to all.

Data and Artificial Intelligence

The importance and value of first-party data will continue to grow as organisations seek to target and personalise content for individual users. Data safety is a related and important element, and it is likely that there will be increasing regulation around this.

Artificial Intelligence (AI), and machine learning provides opportunities to improve customer service and streamline business, and is a rapidly growing space, but not without risks. Bias, discrimination,

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15 Notley, T., Western Sydney University, Queensland University of Technology, University of Canberra, Chambers, S., & Park, S. (2021). Adult Media Literacy in Australia: Attitudes, Experiences and Needs.
https://www.westernsydney.edu.au/__data/assets/pdf_file/0007/1824640/Australian_adult_media_literacy_report_2021.pdf

fairness and explainability are areas of concern. One simple way this can be utilised is in the provision of in language translations of exhibitions on BYOD.

Cybersecurity

With increased remote working, use of multiple devices and growing sophistication of attacks, cybersecurity is a substantial business risk whether it is through ransomware, the use of AI to automate attacks, data breaches, or attacks on cloud services.

For a smaller organisation, balancing the cost of data protection against the risks is an increasingly difficult choice which is often determined by the risk profile. MoAD is actively working on the required improvements of its Cyber Security Framework to ensure that we are as prepared as possible for the increased malicious activity around us.

Capability

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

People

Our staff have a diverse range of skills and experience in exhibition and event management, digital applications, curation, heritage, visitor experience, learning, site interpretation, building and facilities management, marketing, corporate services, and administration. Our volunteers extend what we can do, particularly in relation to visitor engagement. Over the next four years, OPH will continue with our highly regarded volunteer program to offer new opportunities for young people to become involved in the museum's public programs.

We are committed to developing and future proofing our digital capability by ensuring our staff have the right skills and resources. We will continue to develop our workforce through targeted training programs, including participation in museum practice activities, development of commercial skills, leadership, and supporting activities within our Reconciliation Action Plan and Disability Inclusion Action Plan including cultural competency training and disability confidence training.

Over the next four years, OPH will continue with our current highly regarded volunteer program to offer new opportunities for young people to become involved in the museum's public programs.

Information and Communication Technology (ICT) Capability

The corporate ICT network is currently hosted and managed through a Shared Service Arrangement with the National Museum of Australia.

The network provides multimedia content, Wi-Fi and back-of-house functions associated with the building and its exhibitions. This network extends across both wireless and wired platforms with associated infrastructure to be upgraded over the next three years. The ICT team monitors trends and looks at advancement strategies for technology to enhance the visitor experience.

Development of technologies that facilitate a collaborative workstyle will continue to provide a digital ecosystem for staff to be able to work remotely more efficiently.

As part of this initiative a Cyber Resilience strategy has been prepared. The document highlights a series of achievable tasks towards improvements of our compliance with the mandatory Top Four mitigation strategies outlined by the Australian Signals Directorate (ASD) under the Protective Security Policy Framework (PSPF). The strategy establishes and defines set security roles and responsibilities within MoAD.

Capital Investment Strategy

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

Over the last four years a substantial injection of capital funding has contributed to reducing the overall estimated cost of works in the LCCP. However, a significant gap remains between our ongoing capital appropriation and the required funds to maintain this Heritage listed building. Works continue to be prioritised on the basis of safety, compliance, and risk. OPH's inability to fully fund the LCCP has significant implications for the management of the building, its collections, and exhibitions, in accordance with the *Environment Protection and Biodiversity Conservation Act 1999* and the *ACT Planning and Land Management Act 1988*.

The ongoing upgrade and development of infrastructure and equipment for programs will need to be addressed, as more equipment reaches its end-of-life and OPH strives to stay relevant in the new digital space.

Research Partnerships

OPH will continue to contribute to democratic research as part of the Australian and international information base. This research capability will be a vital program in informing permanent and temporary exhibitions and is seen as fundamental work of any reputable museum.

Strategies to broaden research connections include:

1. Working with universities and their Vice Chancellors to address the 20-year gap in scholars on Australian studies and Australian politics.

2. Building connections with centres of excellence, key think tanks and funders of research to ascertain the potential for funded and significant research programs.

3. Utilising the OPH History Advisory Group and the learned academies to contribute to this strategy and open doors to experts in the field.

Risk

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

OPH is committed to a strategic, consistent, and structured entity-wide approach to risk management in order to achieve an appropriate balance between realising opportunities for gains and minimising losses.

Risk management is an integral part of our management practice. OPH considers it an essential element of good corporate governance, as it improves decision-making and enhances outcomes and accountability.

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

- confident and rigorous decision-making, planning, budgeting, and reporting

- pro-active rather than re-active management of opportunities and threats related to strategic and operational objectives

- improved incident management and potentially a reduction in risk

- a clear understanding by all staff of their roles, responsibilities, and authorities for managing risk

- the continuous improvement of our risk management culture through enhanced communication and reporting.

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

- risk appetite and tolerance levels, which have been incorporated into the Risk Assessment Matrix

- clear approval and monitoring/reporting processes which are considered and endorsed by the Audit, Finance and Risk Committee, before being reported to the OPH Board and included in the Risk Register.

Collaboration

MoAD HAS A STRONG NETWORK OF PARTNERS WHO HELP US EXTEND OUR REACH, RELEVANCE, RESEARCH, VISIBILITY AND VIABILITY.

We will build on our success with current partners and donors to enhance our thought-provoking exhibitions, programs, and events. This includes access to objects, media and materials which would not otherwise be available to us. We will continue to explore new opportunities to work with government, civics-focused and cultural institutions to tell the stories of Australia's democracy including the role of the Australian Public Service.

Our current valued partners, many of whom have made significant contributions to the achievement of our purpose, include:

Government and Parliament
• Federal Government
• Australian Capital Territory (ACT) Government
• Department of The Prime Minister and Cabinet
• Australian Public Service Commission
• Australian Electoral Commission
• Department of Infrastructure, Transport, Regional Development and Communications
• Australian Parliament House
• Department of Agriculture, Water and the Environment
• Department of Education
• Institute of Public Administration
• Former Prime Ministers of Australia

Collecting Institutions and Tourism
• National Collecting Institutions
• Prime Ministerial Libraries
• National Capital Authority
• VisitCanberra
• Museum Visitors
• Tour Companies

Media
• Australian Broadcasting Corporation
• Special Broadcasting Service
• Regional Media

Learning
• Schools
• Teachers
• Australian Curriculum, Assessment and Reporting Authority
• National Capital Educational Tourism Project
• Parliamentary Education Office

- Western Sydney University
- National Institutions of Civics Educators
- The Australian Media Literacy Alliance
- Social and Citizenship Education Association of Australia
- Alannah and Madeline Foundation

Research and engagement
- Democracy 2025
- University of Canberra
- University of New South Wales
- Queensland University of Technology
- Academy of Social Sciences in Australia
- Australian Academy of the Humanities
- The Australian National University
- Democracy DNA Advisory Group
  - Professor Geoffrey Blainey AC
  - Professor Frank Bongiorno AM (Australian National University)
  - Mr Troy Bramston
  - Emeritus Professor Judith Brett (La Trobe University)
  - Mr Henry Ergas AO (The Australian)
  - Professor Helen Irving (University of Sydney)
  - Dr David Kemp AC
  - Professor Kim Rubenstein (50/50 by 2030 Foundation)
  - Dr Jeremy Sammut (Australian Financial Review)
  - Dr Marija Taflaga (Australian National University)
  - Professor Anne Tiernan (Griffith University)
  - Professor Clare Wright OAM (La Trobe University)
  - Associate Professor Geoffrey Levey (University of New South Wales)
  - Professor Murray Print (University of Sydney)
  - Associate Professor Mark Chou (Australian Catholic University)
  - Ms Dot West (Special Broadcasting Service)
  - Professor Greg Craven AO (Australian Catholic University)
  - Emeritus Professor John Maynard (University of Newcastle) - resigned
  - Ms Rachel Perkins (Black Fella Films)

Performance Overview

The activities undertaken by OPH are driven by our four strategic priorities as identified in the Strategic Framework 2018-23. Together with our purpose – celebrating the stories and spirit of Australian democracy and the power of our voices within it – these priorities are described in the table below and outline how we will respond to the challenges identified in the operating environment over the next four years.

OUR ACTIVITIES	OUR STRATEGIC PRIORITIES	DELIVERY
Shaping Conversations, influencing outcomes	Our exhibitions, events, collections, research, digital and education programs will provoke thoughtful engagement through stories and creative interpretations of past and current events informed by authoritative research and data analysis. We will advance national conversations about democracy, past, present, and future.	We will extend our reach as a nationally recognised conduit for learning, research, and conversations about democracy by updating galleries and creating new exhibitions. MoAD will expand digital outreach and events that contribute to visitor understanding of democracy and its future and engage in partnerships that produce new insights and enhance our capacity.
Empowered and engaged communities	We will promote active citizenship via a suite of engaging audience experiences and targeted activities that are timely and influential and which support inclusion and build civic and social cohesion.	We will build active, civic-minded and engaged communities and expand our participatory engagement programs in both impact and reach providing increased opportunities for meaningful dialogue. We will develop targeted teacher professional development programs to support teachers and enhance classroom activities through a variety of platforms.
Celebrating a spirit of place	In this nationally significant building, we will create a vibrant and contemporary hub that empowers civic and individual engagement in the democratic process. Progress will be achieved in harmony with heritage values that recognise, preserve, and communicate the spirit of place.	We will deliver major infrastructure projects including the conservation and upgrade of the House of Representatives Chamber and opening the Senate Chamber undercroft space to house the new APSC exhibition. We will deliver essential services upgrades to our hydraulics, electrical and fire services. Further remediation of asbestos containing materials will also be carried out. Planning to commemorate the buildings 100th year Anniversary in 2027 will commence.

A sustainable and thriving future	Our organisational culture will enable OPH and its valued staff to be nimble, collaborative, and efficient. Our actions and relationships will ensure ongoing relevance and financial sustainability.	We will strengthen our organisational culture to ensure OPH is nimble, bold, trusted, outward looking, and efficient. We will forge strategic partnerships, ensure continued government funding and financial sustainability through good governance, exhibition delivery, and programs and events that are contemporary, thought provoking and engaging.

Strategic Priority 1 – Shaping Conversations, Influencing Outcomes

OUR EXHIBITIONS, EVENTS, COLLECTIONS, RESEARCH, AND EDUCATION PROGRAMS WILL PROVOKE THOUGHTFUL ENGAGEMENT THROUGH STORIES AND CREATIVE INTERPRETATIONS OF PAST AND CURRENT EVENTS INFORMED BY AUTHORITATIVE RESEARCH AND DATA ANALYSIS. WE WILL ADVANCE NATIONAL CONVERSATIONS ABOUT DEMOCRACY, PAST, PRESENT AND FUTURE.

Intended Results

Delivery of a spectrum of experiences – exhibitions, events, learning and public programs and digital activities – that meet people where they are and encourage our audience to engage with the concepts, history, and contemporary experiences of democracy in a manner that suits their specific needs.

MoAD empowers visitors through the provision of programs and content that informs, educates, and inspires people to come together in democratic participation. This will be paired with a focus on the continued development of digital capabilities, with innovative thinking embedded into everyday activities.

Delivery Strategy

In order to achieve these outcomes, the Museum will focus on the following areas:

- Continue to provide a welcoming, and inclusive place for all, both onsite and online, with quality visitor experiences and timely public programs, and an accessible and relevant online presence.

- Engage existing and new communities through a suite of innovative programs, exhibitions and participatory activities that have a resonance with and relevance to diverse audiences.

- Deliver new permanent exhibitions, including Democracy DNA Galleries One and Two, and associated learning programs.

- Continue the program to establish and improve the technology infrastructure that underpins our future digital experiences, including delivering the Digital Asset Management System, Customer Relationship Management System and upgrading our websites.

- Add new insights and value to our existing activities and exhibitions, through targeted

partnerships.

- Seek partnerships to bring MoAD exhibitions and programs to venues across Australia.
- Utilise the data available to us to understand our visitors and support future exhibition planning.
- Continue to produce vibrant content and engagement opportunities in response to audience needs, trending topics and national and international conversations.
- Our trusted staff will use their influence to advance national conversations about democracy and further social cohesion.

Performance Measurement and Assessment*

KEY PERFORMANCE INDICATOR	ACTUAL 2020-21	TARGET 2020-21	TARGET 2021-22	TARGET 2022-23	TARGET 2023-24	TARGET 2024-25
Number of onsite visitors excluding students and teachers	116,881	150,000	150,000	170,000	190,000	195,000
Number of offsite visitors to the organisation	17,476	140,000	150,000	155,000	160,000	160,000
Number of visits to website	808,693[1]	495,000	600,000	650,000	700,000	750,000
Percentage of visitors satisfied or very satisfied with visit	98%	90%	90%	90%	90%	90%
Number of people participating in public programs onsite and offsite	32,110	35,000	35,000	40,000	45,000	45,000

[1] Methodology change from prior year.

Strategic Priority 2 – Empowering and Engaging Communities

WE WILL PROMOTE ACTIVE CITIZENSHIP VIA A SUITE OF ENGAGING AUDIENCE EXPERIENCES AND TARGETED ACTIVITIES THAT ARE TIMELY AND INFLUENTIAL, AND WHICH SUPPORT INCLUSION AND BUILD CIVIC AND SOCIAL COHESION.

Intended Results

MoAD will deliver high-quality curriculum aligned learning programs and resources for primary, secondary, and tertiary students and teachers. Our onsite and online experiences and activities will meet the needs of key audience groups within the community that support inclusion and meaningful civic and social cohesion. Our learning programs empower and expand   understanding of what it is to be an informed, active, and responsible citizen.

Delivery Strategy

Constraints around the current environment and resources means we will be strategic in our resourcing and focus on the following areas in order to achieve these outcomes:

- consistent delivery of meaningful, high-quality, curriculum aligned education programs to diverse audience groups

- continually review and update education programs to align with current curriculum, digital trends and learning pedagogies and reflect contemporary issues

- develop, deliver and evaluate new onsite, online and outreach programs to support the community, teacher and student learning needs

- deliver digital experiences to reach and engage communities and schools, with a focus on remote and regional areas

- present and publish learning initiatives and outcomes of our work at relevant conferences, webinars and workshops

- partner with leading organisations to expand audience reach and cohesion across the Civics and Citizenship learning space

Performance Measurement and Assessment

KEY PERFORMANCE INDICATOR	ACTUAL 2020-21	TARGET 2020-21	TARGET 2021-22	TARGET 2022-23	TARGET 2023-24	TARGET 2024-25
Number of students and teachers participating in school's programs onsite and offsite	27,269	45,000	70,000	75,000	80,000	85,000
Number of students and teachers engaging with virtual excursions and online courses	122,128	80,000	85,000	90,000	95,000	95,000
Number of educational institutions participatingin organised programs onsite and online	547	1,200	900	1,000	1,200	1,400
Percentage of teachers reporting overall positive experience	95%	95%	95%	95%	95%	95%
Percentage of respondents reporting to relevant curriculum	100%	95%	95%	95%	95%	95%

Strategic Priority 3 – Celebrating a Spirit of Place

IN THIS NATIONALLY SIGNIFICANT BUILDING, WE WILL CREATE A VIBRANT AND CONTEMPORARY HUB THAT EMPOWERS CIVIC AND INDIVIDUAL ENGAGEMENT IN THE DEMOCRATIC PROCESS. PROGRESS WILL BE ACHIEVED IN HARMONY WITH HERITAGE VALUES THAT RECOGNISE, PRESERVE AND COMMUNICATE THE SPIRIT OF PLACE.

Intended Results

OPH is obliged and privileged to be responsible for the care of this Heritage Listed place, and as such must meet the requirements of the *Environment Protection and Biodiversity Conservation Act 1999*. The primary compliance and heritage management document for OPH is the *Old Parliament House and Curtilage Heritage Management Plan 2021-2026*.

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

OPH makes clearly targeted acquisitions to strengthen the collection to ensure it continues to capture the ideas, movements, individuals, and events central to Australian democracy.

OPH implements rigorous collection management procedures to ensure that appropriate professional standards are maintained in relation to accessioning and deaccessioning collection items, and that the collection is accessible, and protected.

OPH ensures the appropriate integration of new and contemporary exhibition galleries within heritage spaces.

Delivery Strategy

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

- Comply with Heritage Management Plan 2021-26.
- Ensure the management and implementation of the conservation program for the building and collection.
- Exercise appropriate stewardship over the collections through ongoing accessioning, storage, conservation and monitoring and de-accessioning.
- Ensure that heritage interpretation and values continue to be an element of the broader visitor experience and learning programs.
- Manage the maintenance of the building, services, and ICT.
- Manage capital works through the LCCP.
- Continue the room interpretation program and develop a formal plan.

Performance Measurement and Assessment

KEY PERFORMANCE INDICATOR	ACTUAL 2020-21	TARGET 2020-21	TARGET 2021-22	TARGET 2022-23	TARGET 2023-24	TARGET 2024-25
Percentage of collection digitised	84.11%	90%	90%	90%	90%	90%
Percentage of the collection available to the public	20.5%	35%	35%	35%	35%	35%

Strategic Priority 4 – A Sustainable and Thriving Future

OUR ORGANISATIONAL CULTURE WILL ENABLE OUR STAFF TO BE NIMBLE, COLLABORATIVE AND EFFICIENT. OUR ACTIONS AND RELATIONSHIPS WILL ENSURE ONGOING RELEVANCE AND FINANCIAL SUSTAINABILITY.

Intended results

OPH values a culture that empowers and motivates its staff; and aims to be a workplace that actively encourages staff to be informed, creative, capable, and committed to achieving strategic goals. This includes our volunteer base, which is a significant contributor to our success. Our staff embody the APS values; we are impartial, committed to service, accountable, respectful, and ethical.

The skills and capabilities of members of the OPH Board are utilised as essential contributions to realising the vision of the museum.

Continue to be active in generating revenue, entering into partnerships, creating constructive collaborations and embracing commercial opportunities to secure support for the enhancement of the visitor experience.

OPH aims to have a suite of systems that allows it to meet all its regulatory and operational requirements efficiently and productively.

Delivery Strategy

OPH will focus on the following areas to achieve the above outcomes:

- Enhance an internal culture that further supports staff wellbeing, provides opportunities for development, and encourages motivated, empowered and efficient staff.
- Extend internal capabilities to maximise digital technologies.
- Build a sustainable structure for staff to work across sections with an appropriate mix of skills and good organisational fit.
- Encourage and utilise a vibrant and productive volunteer base.
- Support financial sustainability through further developing and maintaining partnerships and donor relationships that extend our reach, relevance and funding base.
- Continue to develop a broader resource base, through lease arrangements and

commercialising aspects of programs.

- Expand and increase the use of digital systems in particular Customer Relations Management system, Digital Asset Management System, Intranet, and the Learnhub Learning Management system.

- Maintain best practice workplace health and safety, training, and hazard identification processes across the museum.

- Develop and embed a process of assessing experiences, exhibitions and programs for alignment with the vision.

KEY PERFORMANCE INDICATOR	ACTUAL 2020-21	TARGET 2020-21	TARGET 2021-22	TARGET 2022-23	TARGET 2022-23
Actively promote development of staff by offering opportunities to work across sections of the agency, developing a mixed skill base	✔	✔	✔	✔	✔
Undertake new collaborative projects and activities with government and other cultural and educational bodies	✔	✔	✔	✔	✔
Complete Customer Relations Management and Digital Asset Management Systems	Partially	✔			
Results of APS Employee Census are in top 10% for employee engagement, wellbeing, and innovation	Partially	✔	✔	✔	✔