

**MUSEUM OF  
AUSTRALIAN  
DEMOCRACY AT  
OLD PARLIAMENT  
HOUSE**

**CORPORATE PLAN  
2020 – 2021**

Covering reporting period  
2020-21 to 2023-24



Museum of  
Australian Democracy  
Old Parliament House

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# 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 2020-21 to 2023-24 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*.

Old Parliament House's Corporate Plan expands on the information contained in the 2020-21 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.

A handwritten signature in black ink, appearing to read 'Nick Minchin', is positioned above the printed name and title.

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 2020-21, 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.

The vision of the Museum of Australian Democracy (MoAD) at Old Parliament House is 'celebrating the stories and spirit of Australian democracy and the power of our voices within it'. The Museum does this by:

- offering rigorous, educational, interactive and engaging experiences that enlighten and empower visitors through activities that are fun and meaningful, and
- preserving and communicating the story and spirit of this place of outstanding national significance to our visitors.

Supported by funding from Government, the years 2020-21 to 2023-24 covered by this corporate plan will see our exhibitions renewed, our online school and teacher learning programs expanded, and a range of new digital and onsite activities and experiences to *meet the people where they are*, and encourage engaged and informed citizenship and an understanding of Australia's political and democratic history.

## Reporting Framework

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

# Operating Environment

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

Our priorities have been defined in light of our analysis of this environment and potential future economic, financial and policy factors, and framed by the *MoAD Strategic Framework 2018-2023*. The trends and drivers that will influence strategic planning over the next four years are:

- Funding
- Market influences
- Social Trends/economic influences
- Heritage Environment
- Technology Trends

## Funding

OPH operates as a corporate entity under the PGPA Act 2013. It receives the bulk of its funding from the Government through the annual budget process.

On 1 July 2016, OPH was constituted as a Corporate Commonwealth Entity with:

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

The budget appropriation for 2020-21 is significantly reduced from previous years and reflects the ongoing impact of previous efficiency dividends and the cessation of 3 years of additional funding for critical capital works. The operational budget is further influenced by the impact of COVID to onsite visitation revenue. It is expected that these reductions in funding will impact the ongoing capabilities of OPH, especially in relation to the expansion of online resources and associated staffing.

A key objective of this corporate plan is to extend funding models for own source revenue, including strategies for growing and diversifying revenue streams. We will focus on partnerships and collaborations with other government agencies, the private sector and donors, maximising office rentals within the building, with the aim to address operational shortfalls and contribute to the long-term financial sustainability of OPH.

# Market Influences

## Global Pandemic

The emergence of COVID-19 coronavirus has fundamentally changed Australian lives, and influences much of this plan.

While the full economic impact of the pandemic is unknown, Australia's GDP contracted approximately 7% for the first half of 2020<sup>1</sup>, and it is likely the pandemic will have long lasting effects on the economy. Unemployment is projected to reach 9.25% in December 2020 and for the first half of 2020 employment amongst those aged 15-24 rose to 15.5%, the highest in over 20 years<sup>2</sup>.

Tourism and hospitality will be particularly hard hit, and the requirements for social distancing and concerns about health continue to affect domestic and international onsite engagement, particularly schools visitation.

Cultural and linguistic diversity and the inevitable social, economic and mental challenges Australians will face in the wake of the pandemic will require strong mutual understanding and respect between sections of the community. The [2019 Mapping Social Cohesion Report from the Scanlon Foundation](#) highlights an emerging shift towards greater nationalism in parts of the community, influenced by the rise of protectionism and anti-immigration rhetoric, internationally. Further, 57% of those surveyed agreed with the statement that *many immigrants are not adopting Australian values*.

The above factors represent an opportunity for an increased focus of the museum on aspects of our visitor wellbeing and social cohesion. This includes not only ensuring the safety of our visitors who visit us onsite, but to support communities online by targeting our efforts to meet the needs of key audience groups, fostering and deepening our relationships with audiences despite the physical barriers.

## Visitation Trends

Onsite visitation numbers are expected to remain substantially reduced due to impact of the pandemic on interstate and international travel, including schools.

Whilst we expect onsite visitation to be reduced over the period of the corporate plan, growth will come from our digital experiences, teacher professional development, podcasts and discussion groups.

We will continue to refine our offer with a focus on digital activities to meet the needs of our key audience groups. Our onsite offer will include a new exhibition *Democracy DNA* to open in the first half of 2021.

For schools learning updated programs will be developed to keep pace with curriculum changes, and growth will be driven through digital excursions, focusing on those not able to travel to Canberra.

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<sup>1</sup> <https://www.rba.gov.au/publications/smp/2020/aug/pdf/statement-on-monetary-policy-2020-08.pdf>).

<sup>2</sup> <https://budget.gov.au/2020-efu/downloads/JEFU2020.pdf>

## Social Trends

### Democracy

The pandemic has presented a range of new challenges to democracy and human rights. At one end of the spectrum, trust in governments in response to COVID 19 is the highest in 20 years<sup>3</sup>. At the other end, repressive regimes are using the pandemic to serve their political interests, often at the expense of basic freedoms. Even open societies face pressures to accept restrictions that, could, if extended beyond the crisis, have a lasting effect on liberty.<sup>4</sup>

Australia's democracy is underpinned by world class governance processes, an independent electoral commission, and strong voter engagement<sup>5</sup>. While ours is a robust and resilient democracy in comparative terms, Australia sits below the median satisfaction rating when compared with other advanced industrial democracies.<sup>6</sup>

### Truth Decay - News, real and fake

Fake news continues to shape a range of information disorders – from dis and miss-information, to propaganda and false balance. In the current climate, fake news has been co-opted to sow seeds of doubt in reliable sources of news and information.

These developments are characterised by the Rand Corporation as the problem of “truth decay”, a phrase used to describe the loss of trust in data, analysis and objective facts in political life, and includes increasing disagreement about facts and analytical interpretations of facts and data; the blurring of the line between opinion and fact; the burgeoning volume

and resulting influence, of opinion and personal experience over fact; and, declining trust in formerly respected sources of factual information.<sup>7</sup>

The disturbing combination of toxic social media, news by algorithm, declining civic discourse and information being used as a weapon in a war of ideas has serious implications for governments and the quality of democratic practice.

Museums are a uniquely trusted source of information, and well placed to create safe spaces to have debates on the important issues.<sup>8</sup>

### 21st Century Museum

Set up to support the accelerated technical, economic and social changes of the knowledge economy, effective 21st century museums are also facilitators of civic engagement, agents of social change and moderators of complex issues. The American Institute of Museum and Library Services outlined clear shifts for contemporary museum experience:

- is audience-driven as well as content-driven
- includes digital objects with its tangible objects
- is multi-directional – focusing on and co-creating experiences and encouraging partnerships
- is firmly embedded and active in community
- has many access points, and
- has more purposeful, less assumed, learning outcomes that include 21st century skills.<sup>9</sup>

These principles, which we embraced in previous plans, provide a strong framework for supporting communities during COVID and beyond.

<sup>3</sup> Edelman Research, 2020 Edelman Trust Barometer Spring Update: Trust and the COVID-19 Pandemic accessed on 12 August 2020 retrieved from [www.edelman.com/research/trust-w0w0-spring-update](http://www.edelman.com/research/trust-w0w0-spring-update)

<sup>4</sup> <https://freedomhouse.org/issues/democracy-during-pandemic>

<sup>5</sup> See: <https://www.aec.gov.au/media/media-releases/2019/06-13a.htm>. Retrieved 2 June 2020.

<sup>6</sup> <https://www.democracy2025.gov.au/documents/Democracy2025-report6.pdf>

<sup>7</sup> See: J. Kavanagh and M. Rich (2018), *Truth Decay: an Initial Exploration of the Diminishing Role of Facts and Analysis in American Public Life*, RAND Corporation, Santa Monica, CA, at [https://www.rand.org/content/dam/rand/pubs/research\\_reports/RR2300/R2314/RAND\\_RR2314.pdf](https://www.rand.org/content/dam/rand/pubs/research_reports/RR2300/R2314/RAND_RR2314.pdf). Retrieved 2 June 2020.

<sup>8</sup> See: <https://researchprofiles.canberra.edu.au/en/publications/trust-and-democracy-in-australia>. Retrieved 12 August 2020

<sup>9</sup> Museums Libraries and 21<sup>st</sup> century skills, by Institute of Museum and Library Services, July 2009 (downloaded 24/7/16)

## Technology Trends

MoAD ACKNOWLEDGES THE EXCITING TRENDS IN DEVELOPING TECHNOLOGIES AND CONSIDERS DIGITAL APPLICATIONS AS ONE OF THE TOOLS FOR ENGAGING VISITORS – ONLINE AND ONSITE – IN AUSTRALIA’S DEMOCRATIC STORIES.

- Audiences have come to expect seamless transitions between physical and digital experiences. This requires integrated digital technology underpinning all touchpoints that MoAD has with audiences, and the extension of digital experiences beyond screen-based formats.
- Participation is no longer a passive experience; visitors are demanding tailored experiences, including the opportunity to comment, participate, and even co-curate. The open culture movement of open source, open software and open creation calls for an opening up of content, encouraging people to reuse, remix and share material on their own terms. This trend is nuanced, with audience inclination to participate tempered by increasing privacy and security concerns, and a reluctance to share personal information publicly.
- As the world adjusts to a new normal after the COVID-19 pandemic, expectations of our interactions with technology will change too. Touchless, single-use or BYOD (bring your own device) digital experiences will become the new normal, incorporating gesture, face and voice activated interaction, motion sensor and Quick Responses technology.
- MoAD will continue to refine a meaningful relationship with technology within the confines of a limited budget. Building on the achievements of the Digital Infrastructure Program, the technology backbone of the museum will continue to be enhanced, with a focus on the DAMS (Digital Asset Management System), CRM (Contact Relationship Management System) and public-facing web presence. Built in 2009 when MoAD opened, the museum’s website relies on antiquated technology, posing both risks and limitations on our ability to meet and exceed audience expectations. Redeveloping the website to better serve audiences, build communities and share the stories of Australia’s democracy will be a priority of this plan.

## Heritage and conservation

Old Parliament House was opened in 1927, and served as the home of federal parliament until 1988, when the new Australian Parliament House opened. It housed the National Portrait Gallery from 1996-2008 and opened in 2009 as the Museum of Australian Democracy. In 2006 Old Parliament House received National Heritage Listing for its outstanding national significance and value. This led to the development of our first Heritage Management Plan in 2008 and subsequently the *Old Parliament House and Curtilage Heritage Management Plan 2015-2020*, a 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.

As a 90-year-old building it has outdated and non-compliant systems, undersized exhibition spaces and limited disability access. A long-term vision for how we best utilise and preserve this iconic national heritage building into the future has been developed, addressing issues of access, health and safety provisions, exhibition space and public spaces to provide for a vibrant museum into the future. A master planning process is dependent on additional funding.

The proper conservation and sustainable use of built and cultural heritage is an enduring ambition shared by communities around Australia, and we continue to manage our building in accordance with legislation to meet national heritage priorities for recognising, protecting and managing Australia's heritage.

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 however the progress of the review of the Strategy has been delayed by disruptions caused by COVID-19.

*The Australia ICOMOS Burra Charter*, 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.

Many of the State-based and national institutions are seeking to embark on major building initiatives which will put pressure on a limited pool of philanthropists and foundations. The affection held by the public for the building, provides a key opportunity for growth in the implementation of this plan.

Under this corporate plan we will deliver the new Heritage Management Plan 2020-2025.

# Capability

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

## People

With a small workforce including employees and volunteers, we have a diverse range of skills and experience in exhibition and event management, digital application, curation, heritage, visitor experience, learning, site interpretation, building and facilities management, marketing and administration. Our people are a significant asset, and their wellbeing continues to be a priority, and we will continue to ensure that MoAD is a safe, supportive, dynamic, and empowering workplace that welcomes ideas and creates opportunities for staff.

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 including cultural competency training.

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

## ICT capability

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

The MoAD Museum 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.

With the expansion of Shared Services to include payroll, records and project management, the opportunity and timing of our Network Maintenance contracts have aligned for us to leverage shared

services and size to get support for our museum and corporate network. This will provide a central point to direct support and maintenance queries regarding our entire network footprint.

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.

## Digital activities

The museum will continue to develop its digital experiences to reach and engage communities and schools in remote and regional areas who cannot physically visit MoAD, including digital classroom.

Expansion will be limited due to budget and staffing constraints, and this work will need to be balanced with other museum priorities.

## Capital investment strategy

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

As the LCCP requirements are well above our capital appropriation, works are prioritised on the requirements of the agency and the basis of safety, compliance and risk. The entity's inability to fund the LCCP properly 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 continues to be a challenge as equipment reaches its end-of-life and MoAD strives to stay relevant in the new digital space.

In the current environment there are limited capital investment opportunities, however MoAD will endeavour to develop a broader resource base over the next four years, through lease arrangements and commercialising aspects of programs, and will continue to develop and implement a strategy and framework describing philanthropic, sponsorship, partnership and grant goals.

# Risk

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

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

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

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

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

# Collaboration

MoAD HAS A STRONG COMMUNITY OF PARTNERS WHO ENABLE US TO FOCUS ON EXTENDING OUR REACH, RELEVANCE, RESEARCH, VISABILITY AND VIABILITY.

We will build on our success with current partners and donors to enhance our thought-provoking exhibitions, programs and events with objects, media and materials provided through third parties. Partners with whom MoAD has cooperated with that has made a significant or substantial contribution to our purpose include:



We will continue to explore new opportunities to work with government, civics-focused and cultural institutions to tell the stories of Australia’s democratic history and system including the role of the Australian Public Service.

# Performance Overview

The activities undertaken by MoAD are driven by our four strategic priorities as identified in the Strategic Framework 2018-23 that together support our purpose – *celebrating the stories and spirit of Australian democracy and the power of our voices within it*. These priorities are described below, and outline how over the next four years we will respond to the challenges identified in the operating environment by describing our key activities and how they will be delivered, intended results and how MoAD will measure its performance.

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 creating new galleries, exhibitions, digital outreach and events that contribute to our understanding of democracy and its future and engaging in partnerships that produce new insights on threats to democracy and the advancement of democratic traditions.
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. This will include doubling the usage of our curriculum-based learning programs relating to civics and citizenship.
Celebrating a <i>spirit of place</i>	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 establish a master plan for Old Parliament House as a central hub in the Parliamentary triangle including refreshing existing areas, and opening up new areas to interpretation and use. We will extend our leadership role in heritage management.
A sustainable and thriving future	Our organisational culture will enable MoAD 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 MoAD is nimble, bold, trusted, outward looking and efficient. We will forge strategic partnerships to extend reach, relevance, research, visibility and viability and ensure continued government funding and financial sustainability by delivering exhibitions, 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 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.

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

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

### 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 service experiences and timely public programs, and an accessible and relevant online presence
- engage current, new and diverse communities in response to COVID, through a suite of innovative programs, exhibitions and participatory activities, both onsite and online, that have a resonance with and relevance to audiences
- deliver new permanent gallery , Democracy DNA – in the former library and associated learning programs
- continue the program to establish and improve the technology backbone that underpins our next digital experiences, including delivering the Digital Asset Management System, Contact Relationship Management System and website
- add new insights and value to our existing activities and exhibitions, through targeted partnerships.
- monitor public engagement onsite and online
- continue to produce vibrant content and engagement opportunities on social media in response to audience needs, trending topics and national and international conversations.

### Performance measurement and assessment\*

KEY PERFORMANCE INDICATOR	ACTUAL 2019-20	TARGET 2020-21	TARGET 2021-22	TARGET 2022-23
Number of onsite visitors excluding students and teachers*	191,759	150,000	200,000	200,000
Number of offsite visitors to the organisation	137,208	140,000	140,000	140,000
Number of visits to website ^	492,388	495,000	500,000	505,000
Percentage of visitors satisfied or very satisfied with visit	90%	90%	90%	90%
Number of people participating in public programs onsite and offsite+	78,386	35,000	40,000	45,000

\*Onsite growth is expected to reduce due to COVID-19 repercussions.

^Digital focus for the next four years is on depth of experience rather than blunt numbers.

+ Onsite growth is expected to reduce due to COVID-19 repercussions

## Strategic Priority 2 – Empowering and engaging communities

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

### Intended results

Delivery of high-quality curriculum-based school programs and resources for primary, secondary and tertiary students and teachers, offered onsite, online and through outreach, to empower and expand their understanding of what it is to be an informed and engaged citizen.

Provision of onsite and online experiences and activities, to meet the needs of key audience groups within the community that support inclusion and build civic and social cohesion.

### Delivery Strategy

Constraints around the current environment and resources means limited opportunities for real growth onsite, and the capacity to develop digital offerings are limited by resourcing constraints; consequently MoAD will focus on the following areas in order to achieve these outcomes:

- consistent delivery of meaningful, high-quality, curriculum-based education programs to organised school groups
- continually review and update education programs to align with current curriculum, digital trends and learning pedagogies
- develop, deliver and evaluate new onsite, online and outreach programs to support the community and teacher and student learning needs
- expand digital experiences to reach and engage communities and schools in remote and regional areas who cannot physically visit MoAD, including digital classroom expansion
- present and publish MoAD initiatives and outcomes of our work at relevant conferences and seminars
- delivery of teacher development programs to enhance classroom activities.

### Performance measurement and assessment

KEY PERFORMANCE INDICATOR	ACTUAL	TARGET	TARGET	TARGET
	2019-20	2020-21	2021-22	2022-23
Number of students and teachers participating in schools programs onsite and offsite*	61,846	45,000	60,000	85,000
Number of students and teachers engaging with virtual excursions and online courses^	76,320	80,000	81,000	82,000
Number of educational institutions participating in organised programs onsite and online	1,144	1,200	1,250	1,300
Percentage of teachers reporting overall positive experience	95%	95%	95%	95%
Percentage of respondents reporting relevance to curriculum	95%	95%	95%	95%

\*Onsite growth is expected to reduce due to COVID-19 repercussions

^ Online growth is limited due to resourcing constraints

## 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

MoAD is obliged and privileged to be responsible for the care of this National and Commonwealth Heritage Listed place and as such must meet the requirements of the *Environment Protection and Biodiversity Conservation Act 1999* to protect and interpret the values. The primary compliance and heritage management document for the place is the *Old Parliament House and Curtilage Heritage Management Plan 2015-2020*.

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

MoAD aims to make clearly targeted acquisitions to augment and strengthen the collection to ensure it continues to capture the ideas, movements, individuals and events of Australian democracy. MoAD implements rigorous collection management procedures to ensure the appropriate professional standards are maintained in relation to accessioning

and deaccessioning collection items, and that the collection is accessible, and protected.

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

Ensure the sympathetic fusion of new and contemporary exhibition galleries within heritage spaces.

### Delivery Strategy

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

- review Heritage Management Plan in line with five year statutory review process
- update 5 year Collection Development Plan to ensure MoAD collects today what will be important tomorrow
- 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
- management of capital works through the Life Cycle Cost Plan
- continuation of room interpretation program including, Country/National Party Room, and the Speaker's Suite

### Performance measurement and assessment

KEY PERFORMANCE INDICATOR	ACTUAL 2019-20	TARGET 2020-21	TARGET 2021-22	TARGET 2022-23
Percentage of collection digitised	83%	90%	90%	90%
Percentage of the collection available to the public	21%	35%	35%	35%

## Strategic Priority 4 – A sustainable and thriving future

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

### Intended results

MoAD 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.

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

MoAD will implement its Fundraising Framework 2019-23 to become more active in generating revenue, entering into partnerships, creating constructive collaborations and embracing commercial opportunities to secure support for the needed enhancement of the visitor experience.

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

## Delivery Strategy

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

- support an internal culture that supports staff wellbeing, provides opportunities for development and encourages motivated, empowered and efficient staff
- build internal capabilities to best utilise digital technologies
- build a sustainable structure with a matrix approach for staff to work across sections, an appropriate mixed skill base and good organisational fit
- encourage and utilise a vibrant and productive volunteer base
- support financial sustainability through the implementation of the Fundraising Framework 2019-23, through developing and maintaining partnerships that extend our reach, relevance, research, visibility and viability.
- continue to develop a broader resource base, through lease arrangements and commercialising aspects of programs
- expand and increase the use of enabling systems in particular Customer Relations Management system, Digital Asset Management System, Intranet and 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 2019-20	TARGET 2020-21	TARGET 2021-22	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		✓		
Results of APS Employee Census are in top 10% for employee engagement, wellbeing and innovation	✓	✓	✓	✓