MUSEUM OF AUSTRALIAN DEMOCRACY AT OLD PARLIAMENT HOUSE

CORPORATE PLAN

2019 – 2020

Covering reporting period 2019–20 to 2022–23
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Introduction

On behalf of the Board of Old Parliament House (the accountable authority) we present the Museum of Australian Democracy at Old Parliament House Corporate Plan for the period 2019-20 to 2022-23 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.


We will report against the plan in the Old Parliament House Annual Report, tabled in parliament each year by the appropriate Minister. The plan is the principal planning document that outlines the purpose, priorities and actions of Old Parliament House.

The Hon Dr David Kemp AC
Chair of the Board
Museum of Australian Democracy
Old Parliament House
Purpose


We do this through:

- conservation of the national heritage building and collections
- creation and delivery of public programs, learning and research activities related to Australia’s social, 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 academically rigorous, transformative 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 additional funding from Government, the years 2019-20 to 2022-23 covered by this corporate plan will see our permanent exhibitions renewed, our schools learning programs expanded across all platforms, our digital infrastructure transformed, and a wide range of new activities and experiences to encourage engaged and informed citizenship and an understanding of Australia’s political and democratic history.

Reporting Framework

<table>
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<tr>
<th>PORTFOLIO BUDGET STATEMENTS</th>
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<tbody>
<tr>
<td>Appropriations available/received, budgeted financial information and performance criteria.</td>
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External Environment

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

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

- Financial and operating framework
- Market Influences
- Heritage Environment
- Social Trends
- Technology Trends

Financial and Operating Framework

OPH operates as a corporate entity under the PGPA Act 2013. It receives the large 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 MoAD as a separate legal entity from the Commonwealth.

The 2017-18 Federal Budget included an additional $13.6 million over three years under the Australian Government’s Public Sector Modernisation Fund which will enable critical building maintenance and exhibition upgrades. This extra funding assists with an underfunded capital plan and will address some of the safety and access issues. An additional $4 million is due to be allocated in 2019-20 under the national collecting institutions maintenance and capital works projects.

A key objective of this corporate plan is to continue to develop and implement strategies for revenue generation and growth that will assist in addressing the shortfall in the capital plan and contribute to the long-term financial sustainability of OPH.
Market Influences

MoAD is one of nine national cultural institutions in Canberra. These institutions – National Museum of Australia, National Portrait Gallery, National Library of Australia, National Film and Sound Archive, National Archives of Australia, National Science and Technology Centre (Questacon), Australian War Memorial and National Gallery of Australia – compete for local, interstate and international visitors, largely around fee-paying and high profile ‘blockbuster’ events. With the exception of Questacon, general admission is otherwise free.

Whilst MoAD charges a modest general admission fee the museum provides multiple visitor engagement options with a range of free and paid themed tours, special events and other facilitated experiences for visitors.

It is expected that the operating environment will become more demanding with increased competition both from within the cultural sector and within the entertainment and tourism sectors in general. To address this we will continue to target the growing market of ‘experience-seeking’ visitors looking for something ‘new and different’.

Visitation

General visitation has doubled over the course of the 2013-2018 Strategic Plan as we refined our offer focusing on: family market; an increase in smaller, responsive exhibitions; and a growing capacity in the delivery of experiential and participatory events.

Growth is expected to be limited over the period of the corporate plan and will come mostly from the digital classroom experience and teacher professional development.

Onsite visitation numbers are expected to plateau due to resource and funding constraints combined with the impact of the capital works program which will close parts of the building to our visitors.

Increased competition

While we continue to be a leader in the family market in Canberra, the success of our PlayUP, and DressUP exhibitions and cross generational, family activities has encouraged increased competition in this demographic from other cultural institutions, with a new family space to open at NMA in 2020.

The schools learning market faces pressure from institutions seeking to be included in the mandatory Parliament and Civics Education Rebate (PACER) category, where MoAD occupies a unique space with curriculum-specific, facilitated and highly regarded programs. New, updated programs are developed to keep pace with curriculum changes, and opportunities for on-site growth are limited due to capacity constraints in the museum. However, the limited space of this historic building, provides a unique experience for visitors.

Growth will continue to be driven through digital excursions, focusing on those not able to travel to Canberra and their teachers. Teacher training is a priority, alongside the development of distance learning models and partnerships with targeted providers.

International visitation

Recent figures from Visit Canberra show increases in the numbers of international and domestic visitors and in particular the length of time international visitors are staying in Canberra. The largest segment of Canberra’s international visitors is those travelling from China. Increased direct international flights into Canberra is expected to drive new opportunities for international visitors. Some ‘In language’ materials have been developed to capitalise on these trends.
Heritage Environment

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 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. 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. In 2015 the Australian Government released the Australian Heritage Strategy¹ to ensure that the way in which heritage is identified, conserved and protected is the best it can be. The aim is that Australia’s heritage is managed and protected according to world’s best practice and that all Australians celebrate and feel a sense of pride in our shared heritage.

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

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.

Social Trends

Democracy

Around the world democracy is being challenged. Freedom House Trust calls its 2019 report Democracy in Retreat, with ‘68 countries suffering net declines in political rights and civil liberties during 2018, and only 50 registering gains’.

In Australia, despite our world class processes, independent AEC, and 96.8% voter enrolment in 2019 we are not immune to world trends. Research shows that the satisfaction with democracy in Australia, and trust in members of parliament is at an all-time low. In comparative terms, Australia is below the median satisfaction rating compared with other advanced industrial democracies.

Truth Decay

The increasing influence of social media and the polarising of political debate has serious implications for governments and the public alike. The report Truth Decay: An Initial Exploration of the Diminishing Role of Facts and Analysis in American Public Life by Jennifer Kavanagh and Michael D. Rich identifies four intertwined trends:

- increasing disagreement about facts and analytical interpretations of facts and data
- a blurring of the line between opinion and fact
- the increasing relative volume, and resulting influence, of opinion and personal experience over fact
- declining trust in formerly respected sources of factual information.

The importance of a shared narrative, an agreement on what is true and what is not, cannot be overstated. Museums are uniquely placed, as trusted sources of information to address this.

The 21st Century Museum

Increasingly libraries and museums are engaging with the impact of accelerated technical, economic and social changes of the knowledge economy. Contemporary museum research and practice demonstrates that effective 21st century museums are facilitators of civic engagement, agents of social change and moderators of complex issues, built around relevance, reflectiveness and responsibility. The American Institute of Museum and Library Services outlined clear shifts for the museum of the future to one that:

- is as much audience-driven as it is 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.

Empathy and museums

In their 2017 iteration of Trendswatch, the US Center for the Future of Museums looks at the societal impact of a decline in the crucial capacity for empathy. There is emerging evidence that immersive storytelling can engender empathy. This is an important opportunity for museums to encourage visitors to walk in the shoes of others, reflect on their own experiences and to reinforce social bonds. Museums often have particular strengths in this area and they could make the case that ‘by cultivating empathy, they are increasing the emotional, educational, and economic success of their communities’.

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4 www.pewglobal.org/2017/10/16/may-unhappy-with-current-political-system (downloaded 10 Nov 18)
5 https://www.rand.org/pubs/research_reports/RR2314.html
7 https://www.museumsassociation.org/museums-change-lives
8 Museums Libraries and 21st century skills, by Institute of Museum and Library Services, July 2009 (downloaded 24/7/16)
9 Trendswatch 2017, Center for the Future of Museums (downloaded 04/05/2017)
Technology Trends

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

- 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, 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.

- VR and AR – virtual and augmented reality technology – are extending beyond entertainment and into news and education experiences, as well as beyond screen-based experiences and into environmental, ambient and wearable formats.

- The 2017-18 Federal Budget included an additional $908,000 for the museum over three years for digital transformation. This funding has enabled the commencement of the digital infrastructure program which will transform our digital infrastructure and innovate the museum experience. The program, which is in operation between 2018 and 2020, will establish a robust, scalable and sustainable digital infrastructure base that will serve as the museum’s digital backbone into the future, enabling enhanced visitor experiences, strategic management of data and improved operational efficiencies.
Planned Performances

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.

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<th>OUR STRATEGIC PRIORITIES</th>
<th>DELIVERY</th>
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<tr>
<td>Shaping Conversations, influencing outcomes</td>
<td>Our exhibitions, events, collections 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.</td>
<td>We will extend our reach as a nationally recognised conduit for learning, research and conversations about democracy by creating new galleries, exhibitions and events that contribute to our understanding of democracy and its future and engaging in academic partnerships that produce new insights on threats to democracy and the advancement of democratic traditions.</td>
</tr>
<tr>
<td>Empowered and engaged communities</td>
<td>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.</td>
<td>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.</td>
</tr>
<tr>
<td>Celebrating a spirit of place</td>
<td>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.</td>
<td>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.</td>
</tr>
<tr>
<td>A sustainable and thriving future</td>
<td>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.</td>
<td>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.</td>
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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 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 are transformative; that will empower our visitors through an experience that is meaningful, where they can learn about democracy and the power of their voice within it, and where people can come together in democratic participation.

Performance measurement and assessment

<table>
<thead>
<tr>
<th>KEY PERFORMANCE INDICATOR</th>
<th>TARGET 2019-20</th>
<th>TARGET 2020-21</th>
<th>TARGET 2021-22</th>
<th>TARGET 2022-23</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of onsite visitors excluding students</td>
<td>270,000</td>
<td>270,000</td>
<td>270,000</td>
<td>270,000</td>
</tr>
<tr>
<td>Number of visits to website</td>
<td>480,000</td>
<td>480,000</td>
<td>480,000</td>
<td>480,000</td>
</tr>
<tr>
<td>Percentage of visitors satisfied or very satisfied with visit</td>
<td>90%</td>
<td>90%</td>
<td>90%</td>
<td>90%</td>
</tr>
<tr>
<td>Number of people participating in facilitated public programs</td>
<td>38,500</td>
<td>38,500</td>
<td>38,500</td>
<td>38,500</td>
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</tbody>
</table>

Total visitation including students is 365,000.

Growth is expected to be static due to resource constraints and capital works which will result in key parts of the building being closed for much of this period.

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

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, with quality visitor service experiences and timely public programs, complemented by an accessible and interesting online presence
- engage current, new and diverse communities through a suite of innovative programs, exhibitions and participatory activities, both onsite and online, that have a resonance with and relevance to audiences
- continue the program to establish the technology and digital underpinning foundation for our next digital experiences
- add new insights and value to our existing activities and exhibitions, through targeted academic partnerships.
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, provided onsite, online and through outreach, to empower and transform their thinking about what it is to be an informed and engaged citizen.

Delivery Strategy

Constraints around current resources and available space means limited opportunities for real growth onsite; consequently MoAD will focus on the following areas in order to achieve these outcomes:

- consistent delivery of high-quality, curriculum-based programs to organised school groups
- ensure our education programs align with current curriculum and digital trends and learning pedagogies
- develop, deliver and evaluate new onsite, online and outreach programs to support teacher and student learning needs
- build capacity to reach and engage schools in remote and regional areas who cannot physically visit MoAD
- lead with ideas and concepts for 21st century museum learning spaces
- foster and promote civics and citizenship collaborations and partnerships, including those relating to teacher professional development
- present and publish MoAD initiatives and outcomes of our work in the learning space at relevant conferences and seminars
- delivery of teacher development programs to enhance classroom activities.

Performance measurement and assessment

<table>
<thead>
<tr>
<th>KEY PERFORMANCE INDICATOR</th>
<th>TARGET 2019-20</th>
<th>TARGET 2020-21</th>
<th>TARGET 2021-22</th>
<th>TARGET 2022-23</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of students and teachers participating in schools programs on site</td>
<td>85,000</td>
<td>85,500</td>
<td>86,000</td>
<td>86,000</td>
</tr>
<tr>
<td>Number of educational institutions participating in organised programs onsite</td>
<td>1,430</td>
<td>1,430</td>
<td>1,430</td>
<td>1,430</td>
</tr>
<tr>
<td>Number of students and teachers participating in schools programs off site</td>
<td>18,500</td>
<td>19,000</td>
<td>19,500</td>
<td>19,500</td>
</tr>
<tr>
<td>Number of teachers participating in professional development activities.</td>
<td>1,000</td>
<td>1,500</td>
<td>2,000</td>
<td>2,500</td>
</tr>
<tr>
<td>Percentage of teachers reporting overall positive experience</td>
<td>95%</td>
<td>95%</td>
<td>95%</td>
<td>95%</td>
</tr>
<tr>
<td>Percentage of respondents reporting relevance to curriculum</td>
<td>95%</td>
<td>95%</td>
<td>95%</td>
<td>95%</td>
</tr>
</tbody>
</table>

Growth is expected to be limited due to resource constraints and will come mostly from the digital classroom experience and teacher professional development.
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.

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
- management and implementation of the conservation program for the building and collection, recognising the desire to open up more of the building for use
- exercise appropriate stewardship over the collections through ongoing accessioning, storage, conservation and monitoring and de-accessioning
- make more of our collection accessible digitally
- champion a long-term vision for the building
- continue to make targeted acquisitions through the Collection Development Plan
- ensure that heritage interpretation and values continue to be an element of the broader visitor experience and learning programs, in particular the schools program that caters for more than 85,000 students and teachers annually
- manage the maintenance of the building, services and ICT
- management of the three-year capital works program, through the Life Cycle Cost Plan.

Performance measurement and assessment

<table>
<thead>
<tr>
<th>KEY PERFORMANCE INDICATOR</th>
<th>TARGET 2019-20</th>
<th>TARGET 2020-21</th>
<th>TARGET 2021-22</th>
<th>TARGET 2022-23</th>
</tr>
</thead>
<tbody>
<tr>
<td>Percentage of collection digitised</td>
<td>90%</td>
<td>90%</td>
<td>90%</td>
<td>90%</td>
</tr>
<tr>
<td>Percentage of the collection available to the public</td>
<td>30%</td>
<td>35%</td>
<td>35%</td>
<td>35%</td>
</tr>
</tbody>
</table>
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 continue 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 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
- continue to develop and implement a strategy and framework describing philanthropic, sponsorship, partnership and grant goals
- focus on building partnerships and collaborations
- 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, 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.
Capabilities

MoAD’s Executive Management Group regularly assesses the entity’s capability relating to workforce planning, ICT capability and capital investment, to ensure MoAD continues to function and flourish in a competitive cultural institution market.

People

With a 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 public administration. Our people are a significant asset, and their wellbeing continues to be a priority. Although the small size can, perhaps, limit career-path opportunities, we continue to ensure that MoAD is a supportive, dynamic, and empowering workplace that welcomes ideas and creates opportunities for staff.

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 including our major events.

A continuing challenge is the ever changing trends in society and museum practice, one of which is the rise of digital technology and how it is used to enhance visitor experience and tell our story. Through business planning processes MoAD will continue to review workforce capabilities and capacities to ensure the specialist staff skills required continue to develop and grow with our needs and to ensure that MoAD has the capabilities to deliver the objectives outlined in the Strategic Framework. As part of this a focus will be placed on digital, commercial skills and leadership across the organisation to enable delivery of our strategic priorities.

ICT capability

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

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

With a continuing focus on digital delivery of programs and community building, MoAD will seek additional revenue sources to ensure its capabilities can be maintained and enhanced in this area over the next four years.

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 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.

MoAD will continue 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.
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, including insurance premiums
- a clear understanding by all staff of their roles, responsibilities and authorities for managing risk
- the continuous improvement of our risk management culture through enhanced communication and reporting.

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

- risk appetite and tolerance levels, which have been incorporated in to the Risk Assessment Matrix
- clear approval and monitoring/reporting processes. Project and business as usual, specific high or extreme risks, are identified through risk assessments and approved by the entity’s Executive Management Group, before being included in the entity’s Risk Register
- areas of risk have been identified in the risk register and include people and security, reputation, financial, building and environment, exhibitions and events and governance
- key risks over the next four years include the conclusion of additional capital funding in 2020-21 with ongoing capital funding inadequate to manage the challenges of an ageing heritage building, which is both open to the public and tenanted. Whilst capital works prioritisation will continue to be managed through the LCCP, the inherent risks will require ongoing management through the risk management framework.