



Museum of
Australian Democracy
Old Parliament House

CORPORATE PLAN

2022–23

Covering reporting period 2022–23 to 2024–26



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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 2022–23 to 2025–26 as required under paragraph 35(1)(b) of the *Public Governance, Performance and Accountability Act 2013* (PGPAA Act). 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 2022–23 Portfolio Budget Statements. Old Parliament House operates as the Museum of Australian Democracy at Old Parliament House.

The Agency 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
Board of Old Parliament House
May 2022

PURPOSE

The purpose of Old Parliament House is to provide an enriched understanding and appreciation of the political legacy and intrinsic value of Australian 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 years 2022–23 to 2025–26 are covered by this corporate plan and it outlines the activities the Museum will undertake over the course of the current financial year and forward estimates period to achieve its purpose.

This year marks the final year of the Strategic Plan 2018–2023. A new Strategic Plan will be developed early 2023 and will articulate the Museum's vision for the following 5-year period.

Reporting Framework

The Museum 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. This is achieved 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.

OPERATING ENVIRONMENT

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

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

The trends and drivers that will influence our operations over this plan are:

- Post COVID-19 Recovery
- Social Trends
- Government Engagement
- Heritage, Education and Cultural
- Environment
- Technology
- Capital Work

Post COVID-19 Recovery

Domestic and international travel

As international and national borders reopen to visitors, it is anticipated that over the period of this document, visitation and conference numbers will begin to return to pre-COVID numbers. Students — through Parliament and Civics Education Rebate (PACER) and universities — are expected to return to normal onsite visitation numbers by 2024.

Wellbeing

Australians' mental health deteriorated during the pandemic, with the young Australian cohort particularly affected¹. Museums provide safe, communal spaces for engagement and connection, and support the wider communities in which they provide services. Museums are 'social hubs that provide liveable and thriving community centers' and in doing so, take a key contributor role in fostering greater well-being in the community².

¹ Botha, F., Butterworth, P., and Wilkins, R. (2022). 'Evaluating How Mental Health Changed in Australia through the COVID-19 Pandemic: Findings from the 'Taking the Pulse of the Nation' (TTPN) Survey' *International Journal of Environmental Research and Public Health* 19, no. 1: 558 accessed 2 March 2022.

² American Alliance of Museums (2022) *TrendsWatch: Museums as Community Infrastructure*, accessed 28 March 2022.

The Museum engages with subject matter experts and undertakes research to develop a better understanding of audiences and ensure decision making is informed by a robust understanding of visitor needs and interests. The Council of Australian Museum Directors research *Guardians of our Civic Culture: What Museums Could and Should Do* (2021), gives further insights to the public value placed on Museums, and their value as trusted sources of information. This may result in higher visitation levels as people re-engage with community activities.

Social Trends

Education

The Learning programs and resources are tailored to the Australian Curriculum and contemporary teaching practices and they are frequently updated to meet changes in these spaces. A key focus for the period of this plan is to achieve growth across learning programs.

Teacher's engagement in professional development (PD) is an important part of being a lifelong learner, and an ongoing expectation of their registration requirements. As noted by Sims and Fletcher-Wood (2021), 'teacher PD is more effective when it is sustained, collaborative, subject specific, draws on external expertise, has buy-in from teachers, and is practice based³. Teachers are looking for opportunities to build their skillset and better support students through targeted PD which focuses on inquiry-based learning as reflected in the Australian Curriculum. The COVID-19 pandemic has challenged education norms, and teachers are more confident delivering educational experiences online and utilising technology inside and outside the classroom. As stated by Cates, 'social media platforms, such as Twitter, Pinterest, and Facebook, are well known in education research as avenues for professional learning⁴.

The aim is to expand Teacher PD through social media, online interactive webinars, virtual conferences, TeachMEETS, face-to-face experiences and building a strong network underpinned by its Learning Facebook Group.

Trust decline continues

Trust levels continue to decline around the world. Despite our robust systems, this decline is also apparent in Australia, with trust in government declining from 61% to 52% in 2021⁵. This decline continues to be a key risk factor for Australian social cohesion, alongside lack of trust in media and the polarising impact of social media.

In 2021, we delivered informative and deeply engaging exhibitions aimed at improving visitors' and students' trust in democracy. We will continue to engage, educate, and inform visitors and students through new exhibitions and galleries that encourage them to be active informed citizens.

Diversity and Inclusion

According to the Australian Institute of Health and Welfare (AIHW) around 1 in 6 Australians (4.4 million people), have a disability⁶. The newly approved *Disability Inclusion Action Plan* (DIAP), created in conjunction with peak arts and disability group Accessible Arts, will inform MoAD's policies, programs and culture to ensure access for all to the building and public programs.

3 Sims, S and Fletcher-Wood, H (2021) 'Identifying the characteristics of effective teacher professional development: a critical review', *School Effectiveness and School Improvement*, 32:1, pp47-63, accessed 5 May 2022.

4 Cates, M, (2021), 'Social Media to Survive and Thrive: School Librarians Describe Online Professional Learning', *School Library Research (SLR) Volume 24*, accessed 5 May 2022.

5 Daniel J. Edelman Holdings, (2022) *Edelman Trust Barometer 2022: Australia Country Report*, accessed 27 April 2022.

6 Australian Institute of Health and Welfare (AIHW) 2020, *People with Disability in Australia*, accessed 10 June 2022.

Indigenous Reconciliation

In December 2021, the Joint Council on Closing the Gap, co-chaired by The Hon Ken Wyatt AM MP and Ms Pat Turner AM, agreed on the forward work-plan for 2022⁷. The 2022 actions aim to develop and strengthen partnerships with a focus on collaborating with stakeholders in the co-development of plans to support Closing the Gap. The Museum supports Australia's reconciliation journey through exhibitions, stories and activities that explore our First Nations experiences. Currently in the approval phase the new *Reconciliation Action Plan* (RAP) elevated to the Innovate level will be implemented during this plan.

Government Engagement

Funding

As a Corporate Commonwealth Entity under the PGPA Act the bulk of funding is provided by the Federal Government through the annual budget process. The building continues to benefit from substantial, project-specific capital investments over the life of this plan. While this will have impact on operating capacity, operational funding growth continues to be a priority area over the longer term.

A key objective of this plan is to further extend funding models for revenue. This includes strategies for growing and diversifying revenue streams, partnerships with the private sector, and collaborations with other government agencies. Strategies include expanding pay-for-service learning offerings continuing to maximise office rentals within the building, and regular giving campaigns.

APSC and AEC Partnerships

The Federal Government provided funding to the Australian Public Service Commission (APSC) and Australian Electoral Commission (AEC) in 2020–21 to deliver exhibitions within the Museum. The exhibitions associated with these partnerships will open during the period of this plan. The APSC exhibit will tell the story of the Australian Public Service and how individuals can pursue their career within the Public Service. The AEC exhibition will focus on the process of how to vote.

We will continue to look for opportunities to work with like-minded national institutions and government departments to expand collaborative opportunities.

Heritage and cultural environments

MoAD the Museum is uniquely placed as a cultural institution situated in a national heritage listed building; the first purpose-built home of the Federal Parliament of Australia. Our learning programs hold compulsory visitation status within the PACER program which underpins a stable base of student visitors. The only Museum of its kind, dedicated to encouraging visitors to engage with Australia's unique democracy through a range of personalised approaches.

⁷ Joint Council on Closing the Gap, *Communique*, 3 December 2021, accessed 3 May 2022.

Heritage Management

Old Parliament House 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* (The Heritage Management Plan) provides a rigorous management framework for the heritage values of the place. It is 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.

The Australia ICOMOS Burra Charter, 2013 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 outcomes⁸. 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 will continue to underpin best practice heritage management approach.

As a leader in preventive conservation approaches to heritage management we will continue to remediate damage, maintain, repair, conserve and preserve the heritage fabric to the quality and standards required of a heritage listed building.

Cultural Policy

In line with Austrade’s Thrive 2030 strategy for the long-term sustainable growth in the Australia’s visitor economy, a range of high-quality exhibitions and tours which aim to attract, satisfy and enhance visitor understanding of Australia’s parliamentary democracy are offered. Research demonstrates that children who engage with Museums from an early age with their families are more likely to vote, volunteer or go on to further studies later in life⁹.

Museums therefore are a vital mediator in the future success of young people, enhancing civics and citizenship skills of communities. More broadly, learning programs are developed to contribute to civics education and enhance students’ understanding of Australia’s system of governments and the rights and responsibilities of citizens in the democratic process.

Contributing to the development of the National Cultural Policy 2022–23 and exploring future opportunities that align with the five pillars of the policy will be a focus for the period of this plan, building on existing activities.

Technology Trends

The global COVID-19 pandemic has contributed to a marked increase in digital literacy across most audience groups. QR codes, online video meetings, working from home, health apps and online bookings have become familiar to Australians, opening new opportunities.

Employees and visitors alike expect an efficient, mobile experience off site, and onsite touchless, single-use or bring your own device (BYOD) digital experiences are the new normal, incorporating gesture, face and voice activated interaction and motion sensors.

Limited by budget, staffing, the complexity of our offering and the challenges of online security it continues to be a challenge to deliver truly transformative digital experiences.

⁸ Australia ICOMOS Incorporated 2013, The Burra Charter: [The Australia ICOMOS Charter for Places of Cultural Significance](#), accessed 3 May 2022.

⁹ Cultural Learning Alliance (2017), [Key Research Findings: The Case for Cultural Learning](#), accessed 5 May 2022.

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. Cybersecurity is a key focus for this plan. Currently work is underway on the improvements required to the Cyber Security Framework, determined by the risk profile, to ensure that we are as prepared as possible for the increased malicious activity around us.

Infrastructure

The systems for offsite working have proven to be effective during COVID-19. The key infrastructure underpinning and delivering sustainable, seamless audience experiences continues to move forward. Our website, Digital Asset Management system and Customer Relationship Management system provide the backbone of the content delivery system. The base work has been underway for the past two years and will enable the move into a phase of content creation and purposeful experimentation — creating experiences in line with an increasingly unpredictable, shifting landscape.

Capital works

Fire and Hail Remediation

In January 2020, a hailstorm caused widespread damage to the building. Despite repairs, a recent review by Comcover has shown that the remainder of the building's roof will need to be replaced during 2023-24.

The December 2021 fire which destroyed the portico and damaged the front heritage doors of the building also caused significant damage to the building. While a substantial amount of the damage has been rectified, the remaining repairs — the front steps, portico and doors will be finished during the period of this plan. The House of Representatives Chamber remediation has been delayed until 2023-24. To minimise closure duration, it will be combined with the work plan for the Old Parliament House Chamber Roof Cavities Mold Remediation New Policy Proposal.

Over the course of this plan, work continues with the insurance provider focusing the necessary resources toward the capital repairs. As we remediate this damage, we will also undertake the necessary upgrades, updates and compliance builds required in those areas.

Environmental trends

An active approach is adopted to risks posed to the heritage collections and capital works by changing weather patterns. The offsite storage facility which houses a sizable portion of the heritage furniture collection is stored with passive environmental controls. Insulated ceilings and walls with under slab heating and improvements to seal the building envelope. Risk mapping environmental trends to capital works projects to reduce disruption or damage to the works is an ongoing priority.

The approach taken of retain, adapt and re-use to lessen our carbon footprint will continue.

RISK

A strategic, consistent, and structured entity-wide approach to risk management is adopted to achieve an appropriate balance between realising opportunities for gains and minimizing losses.

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

The 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 the 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
- a risk register is maintained and there are 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.

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 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, the volunteer program which is highly regarded will continue to offer new opportunities for people to become involved in the Museum's public programs.

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

Due to the boutique size of the agency, coupled with the large remit of work and responsibilities to our Minister, the Australian Government and to the public; staff often have broad roles and 'wear many hats.' This produces an ambitious and innovative workforce with broad skills and enriched experience. It does however raise workload, succession planning and single point of failure risks to organisational deliverables.

Information and Communication Technology (ICT) Capability

The corporate ICT network is 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, the Cyber Resilience Strategy will guide the creation of a more secure ICT environment.

Capital Works Strategy

The review of the OPH Life Cycle Cost Plan (LCCP) that maps out the capital investment requirements for a 15-year period has been completed, and the plan is updated every two years.

In recent 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 ongoing capital appropriation and the required funds to maintain this Heritage listed building in accordance with the *Environment Protection and Biodiversity Conservation Act 1999* and the *ACT Planning and Land Management Act 1988*. Works continue to be prioritised based on 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.

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

Partnerships

We will continue to identify and pursue select partnerships to increase own-source revenue and to further explore private sector support, identifying and nurturing key stakeholders to add value to exhibitions and activities.

Strategies to broaden research connections include:

- building connections with centers of excellence, key think tanks and funders of research to ascertain the potential for funded and significant research programs
- utilising the OPH History Advisory Group and the learned academies to contribute to this strategy and open doors to experts in the field.

COLLABORATION

OPH has a strong network of partners who help us extend our reach, relevance, research, visibility and viability.

We will build on 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.

Current valued partners, who have made significant contributions to the achievement of our purpose, include:

- Federal and State Governments and Parliaments
- Collecting Institutions
- Leading ACT Tourism organisations
- Media organisations
- Philanthropic donors
- Learning institutions, including schools, teachers, Australian Curriculum, Assessment and Reporting Authority, The Australian Media Literacy Alliance, and key universities.

PERFORMANCE OVERVIEW

Museum activities are driven by four strategic priorities as identified in the *Strategic Framework 2018-23*. These priorities are described in the table below and outline how we will respond to the challenges identified in the operating environment.

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.

Intended Results

Delivery of a spectrum of experiences — exhibitions, events, learning and public programs and digital activities — that encourage audiences to engage with the concepts, history, and contemporary experiences of democracy in a manner that suits their specific needs. We empower visitors through programs and content that informs, educates, and inspires their coming together in democratic participation, supported by the development of digital capabilities and activities.

Delivery Strategy

- Continue to provide a welcoming, and inclusive place for all, both onsite and online, with quality visitor experiences and timely public programs.
- Engage existing and new communities through targeted online programs, that have a resonance with and relevance to diverse audiences.
- Deliver *Blueprint*, a new permanent exhibition, as part of the Democracy DNA Galleries with associated RFID and learning programs.
- Utilise data to understand our visitors, supporting engagement approaches in response to audience needs, trending topics and notional conversations.
- Implement the *Disability Inclusion Action Plan 2021-24* recommendations.

Performance Measurement and Assessment*

KEY PERFORMANCE INDICATOR	2022-23	2023-24	2024-25	2025-26
Number of onsite visitors (excl. students and teachers)	180,000	190,000	195,000	220,000
Number of offsite visitors to the organisation	30,000	35,000	40,000	45,000
Number of visits to website	800,000	900,000	950,000	980,000
Percentage of visitors satisfied or very satisfied	90%	90%	90%	90%
Number of people taking part in public programs onsite and offsite	35,000	45,000	45,000	60,000

STRATEGIC PRIORITY 2

Empowering and Engaging Communities

We 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

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

Delivery Strategy

- 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
- Partner with organisations to expand audience reach and cohesion across the Civics and Citizenship learning space
- Present and publish learning initiatives and outcomes of our work at relevant conferences, webinars and workshops and in publications.

Performance Measurement and Assessment

KEY PERFORMANCE INDICATOR	2022-23	2023-24	2024-25	2025-26
Number of students and teachers participating in school's programs onsite and offsite	70,000	72,000	75,000	80,000
Number of students and teachers engaging with virtual excursions and online courses	110,000	113 ,000	115 ,000	115 ,000
Download student classroom resources reach	250 ,000	270 ,000	300 ,000	320 ,000
Number of educational institutions participating in organised programs onsite and online	900	1,200	1,400	950
Percentage of teachers reporting overall positive experience	95%	95%	95%	95%
Percentage of respondents reporting relevance to curriculum	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

The Agency is funded 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 Curtin 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, capitalising on this attachment is vital to its longevity.

Acquisitions to strengthen the collection to ensure it continues to capture the ideas, movements, individuals, and events central to Australian democracy are targeted.

Rigorous collection management procedures are in place to ensure appropriate professional standards in relation to accessioning and deaccessioning collection items, and that the collection is accessible, and protected for the public.

The Heritage Management Plan 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 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 onsite visitor experience through the room interpretation program, public programs and learning programs and online through the website and social media
- Manage the maintenance of the building, services, and ICT
- Manage capital works through the LCCP, the Heritage Strategy 2021–24 and fire remediation plan.

Performance Measurement and Assessment

KEY PERFORMANCE INDICATOR	2022–23	2023–24	2024–25	2025–26
Percentage of collection digitised	90%	90%	90%	90%
Percentage of the collection available to the public	35%	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

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.

We are active in generating revenue, entering partnerships, creating constructive collaborations and embracing commercial opportunities to secure support for the enhancement of the visitor experience onsite and online.

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, encourages motivated, empowered and efficient staff
- 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 reach, relevance and funding base
- Continue to develop a broader resource base, through lease arrangements and other commercial opportunities
- Conclude phase 1 of the technology infrastructure underpinning our future digital experiences, including the Digital Asset Management System, delivery of a Customer Relationship Management System and upgrading the websites
- Maintain best practice workplace health and safety, training, and hazard identification processes across the Museum.

Performance Measurement and Assessment

KEY PERFORMANCE INDICATOR	2022–23	2023–24	2024–25	2025–26
Volunteers who undertake training	100%	100%	100%	100%
Tenancy spaces occupied	90%	90%	90%	90%
Rank in the top 15 agencies in the APS Employee Census	15	15	15	15



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Old Parliament House

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