# MUSEUM OF AUSTRALIAN DEMOCRACY AT OLD PARLIAMENT HOUSE

# CORPORATE PLAN

## 2018 – 2019

Covering reporting period
2018–19 to 2021–22

**MoAD**

Museum of
Australian Democracy
Old Parliament House

# Contents

# 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 2018-19 to 2021-22 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 2018-19 Portfolio Budget Statements. We will report against the plan in the Old Parliament House Annual Report, tabled in parliament each year by the Minister for the Arts. 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

AS DESCRIBED IN THE PGPA (ESTABLISHING OLD PARLIAMENT HOUSE) RULE OF 6 MAY 2016, THE EXPLANATORY STATEMENT AND THE PORTFOLIO BUDGET STATEMENTS 2017-18 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 and research activities related to Australia's social, parliamentary and democratic history
- 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 to 'celebrate the spirit of Australian democracy and the power of our voices within it'. The Museum does this by:

- offering transformative and engaging experiences that enlighten and empower visitors through activities that are fun and meaningful, and
- conserving the building and heritage collections for future generations and communicating the spirit of this place of outstanding national significance to our visitors.

Supported by additional funding from Government, the years 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

| PORTFOLIO BUDGET STATEMENT | CORPORATE PLAN | ANNUAL REPORT |
| --- | --- | --- |
| 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 |

# 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

MoAD 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, MoAD 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 for critical building maintenance and exhibition upgrades. This extra funding assists with an underfunded capital plan. A key objective of this corporate plan is to continue to develop and implement strategies for revenue generation and growth that will contribute to the long term financial sustainability of MoAD.

# Market Influences

The Museum of Australian Democracy at Old Parliament House 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.

The Museum of Australian Democracy has a different model. With limited capacity for 'blockbuster' exhibitions, we instead charge a nominal, general admission fee at the point of entry. The current general entry fee does not reflect the value on offer. A new proposition that is unique to the museum will be investigated over 2018-2019.

Through the course of the forward plan, we expect the market environment to be more demanding with increased competition both from within the sector and within the entertainment and tourism sector in general. To address this we will continue to target the growing market of 'experience-seeking' visitors on the lookout for something 'new and different'.

## • Visitation

General visitation 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. Carefully curated events attract 5,000 to 7,000 visitors per day, with visitors hungry for unique, fun events that combine engagement, information and entertainment. Visitation numbers are expected to rise moderately over the course of this corporate plan, and continue to be split evenly between new visitors mostly coming to see the building, and return visitors coming for a specific event or participatory experience.

## • Increased competition

The success of MoAD's Play Up gallery and cross generational, family activities has increased competition from other cultural institutions. The NMA, NGA and NLA have introduced targeted activities for children, resulting in both challenges in terms of competition and opportunities in terms of potential collaborations and shared programming.

The schools learning market, is also facing competition with pressure from other non-compulsory institutions seeking to be included in the mandatory Parliament and Civics Education Rebate (PACER) category. MoAD occupies a unique space with curriculum specific, facilitated and highly regarded programs. While new, updated programs are developed to keep pace with the curriculum changes, opportunities for growth are limited due to capacity constraints in the museum and staffing resources.

A key target for the next four years is to significantly extend engagement with students, with a focus on those not able to travel to Canberra to visit the museum. Growth will come from teacher training, 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, it 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 was 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 leading to the development our first Heritage Management Plan in 2008 and subsequently the *Old Parliament House and Curtilage Heritage Management Plan 2015-2020 (HMP),* a statutory document under the *Environment Protection and Biodiversity Conservation Act 1999.* Balancing 'old and new' and ensuring that the building remains a much cherished national asset is a key ambition of this plan.

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. The new vision will improve movement flow, provide additional commercial areas, deliver an improved visitor experience and support revenue generation through a mix of tenanted and staff areas. Key to this is the development of new gallery and learning spaces commensurate with the importance of learning to the strategic vision of MoAD.

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 Strategy[1] 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.

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.

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[1] https://www.environment.gov.au/heritage/publications/australian-heritage-strategy

# Social Trends

## • Democracy

Research shows that the satisfaction with democracy in Australia, and in particular trust in Australia's government and politicians, is now at its lowest level since 1996[2], with increasing mistrust in politicians and voting volatility at an all-time high.

Freedoms across the world continue to be curtailed, with an overall drop for the ninth consecutive year. According to Freedom House Trust's 2015[3] report '*acceptance of democracy as the world's dominant form of government – and of an international system built on democratic ideals – is under greater threat than at any point in the last 25 years*'.

While more young people voted in the 2016 election than in 2013, IPSOS research from June 2018 indicates that a growing number of young people continue to feel disenfranchised and disinterested in the formal political system.

## • 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.*[4] *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 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[5] research and practice demonstrates that 21st century museums can be facilitators of civic engagement, agents of social change and moderators of complex issues, built around relevance, reflectiveness and responsibility. The American's Institute of Museum and Library Services have 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.[6]

## • Empathy and Museums

In their 2017 iteration of *Trendswatch*[7], 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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[2] http://www.ausbudget.org/news-and-commentary/natsem-budget-2016-who-do-you-trust-to-run-the-country/

[3] Freedomhouse.org/report/freedom-world-2015/discarding-democracy-return-iron-fist, downloaded 24/07/16

[4] https://www.rand.org/pubs/research_reports/RR2314.html

[5] https://www.museumsassociation.org/museums-change-lives

[6] Museums Libraries and 21st century skills, by Institute of Museum and Library Services, July 2009, downloaded 24/7/16

[7] *Trendswatch 2017*, Center for the Future of Museums, downloaded 04/05/2017
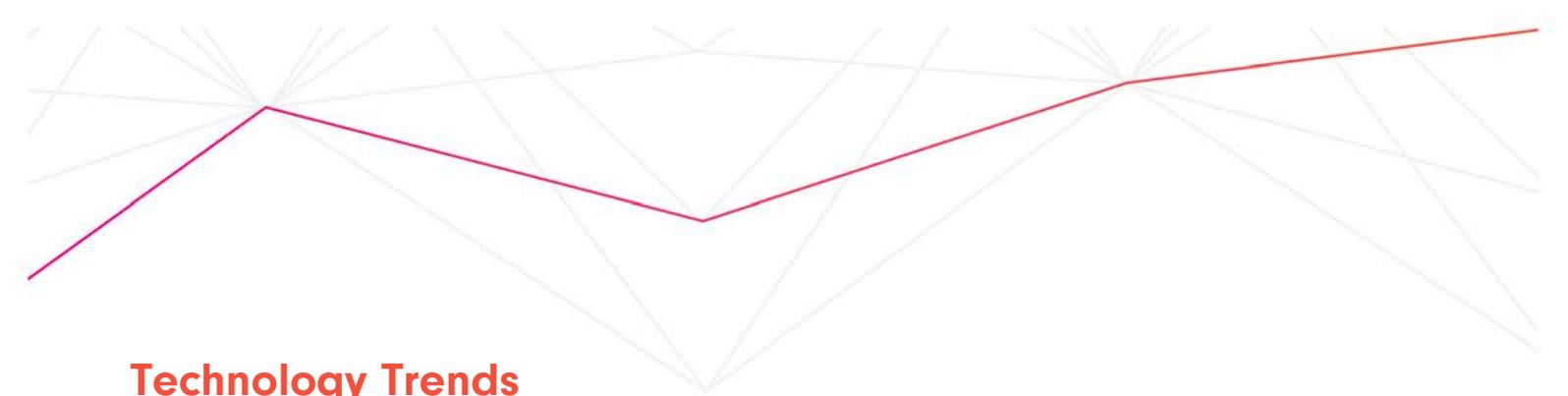
# Technology Trends

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.

- VR and AR - virtual and augmented reality are expected to boom as price points for hardware and content production decrease, and consumer demand for immersive experiences grows. Applications of this technology are already extending beyond entertainment and into news and education experiences, as well as beyond screen-based experiences and into environmental, ambient and wearable formats.

- Audiences have come to expect seamless transitions between physical and digital experiences. This requires integrated digital technology underpinning all touchpoints MoAD has with audiences, and the extension of digital experiences beyond screen-based formats.

- Participation – 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.

- The 2017-18 Federal Budget included an additional $908k 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, to be rolled out 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 that together support our purpose – *celebrating the spirit of Australian democracy and the power of our voices within it*. These priorities are described below.

| OUR ACTIVITIES | OUR STRATEGIC PRIORITIES | DELIVERY |
|---|---|---|
| Shaping Conversations, influencing outcomes | 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. | We will extend our reach as a nationally recognised conduit for learning, research and conversations about democracy by creating new permanent galleries 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. |
| Empowered and engaged 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. | We will build active, civic minded and engaged communities across the diversity of Australia and expand our participatory engagement programs in both impact and reach providing increased opportunities for meaningful dialogue. This will include doubling the uptake of curriculum-based learning programs relating to civics and citizenship. |
| Celebrating a *spirit of place* | In this nationally significant building, we will create a vibrant and contemporary hub that empowers civic and individual engagement in the democratic process. Progress will be achieved in harmony with heritage values that recognise, preserve and communicate the spirit of place. | We will 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 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 allow our audience to engage with the concepts and history 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.

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

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

- invest in a welcoming, informed presence at the entrance and throughout the building, with quality visitor service experience and timely public programs, complemented by an accessible and interesting online presence
- deliver a suite of activities across exhibitions and events, tours and talks, and participatory community activities both onsite and online that have a resonance and relevance to audiences
- continue the program to establish the technology and digital underpinning foundation for our next digital experiences
- continue our permanent exhibition refresh
- identify, grow and empower key communities through social media, digital activities and onsite activities
- offer a high quality catering and hospitality experience.

## Performance measurement and assessment

| KEY PERFORMANCE INDICATOR | TARGET 2018-19 | TARGET 2019-20 | TARGET 2020-21 | TARGET 2021-22 |
|---|---|---|---|---|
| Number of onsite visitors* | 260,000 | 265,000 | 270,000 | 275,000 |
| Number of visits to website | 480,000 | 492,000 | 505,000 | 510,000 |
| % of visitors satisfied or very satisfied with visit | 90% | 91% | 91% | 91% |
| Number of people participating in facilitated public programs | *38,500 | 39,000 | 39,500 | 40,000 |

* This does not include student numbers.

# 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 and secondary students and teachers both onsite, online and through outreach, to empower and transform their thinking about what it is to be an informed and engaged citizen.

## Delivery Strategy

The limitation of 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:

- ensure the delivery of high-quality, curriculum-based programs to organised school groups
- ensure that our education programs align with current curriculum trends and learning pedagogies
- develop, deliver and evaluate new onsite, online and outreach programs that support teacher and student learning needs
- build capacity to reach and engage schools in remote and regional areas who cannot visit MoAD
- be current with ideas and concepts for 21st century museum learning spaces
- foster and promote civics and citizenship collaborations and partnerships
- present and explain outcomes of our work at relevant conferences and use other appropriate opportunities to present and publish material about our work

## Performance measurement and assessment

| KEY PERFORMANCE INDICATOR | TARGET 2018-19 | TARGET 2019-20 | TARGET 2020-21 | TARGET 2021-22 |
|---|---|---|---|---|
| Number of students participating in schools programs on site | 74,500 | 75,000 | 75,500 | 76,000 |
| Number of educational institutions participating in organised programs onsite | 1,430 | 1,450 | 1,500 | 1,550 |
| Number of students and teachers participating in schools programs off site^ | 18,000 | 19,000 | 20,000 | 21,000 |
| % of teachers reporting overall positive experience | 95% | 95% | 95% | 95% |
| % of respondents reporting relevance to curriculum | 95% | 95% | 95% | 95% |

^ These programs were trailed in 2017-18 and will be rolled out in 2018-19. They includes teacher development, digital excursion and online resources therefore the numbers are only indicative

# 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 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. MoAD does this through the implementation of 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 much 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 and the collection is accessible, well managed 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:

- 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; in particular storage consolidation onsite and offsite, and a strategy for de-accessioning
- make more of our collection accessible digitally
- finalise a prioritised 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 80,000 students and teachers each year
- 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

| KEY PERFORMANCE INDICATOR | TARGET 2018-2019 | TARGET 2019-2020 | TARGET 2020-2021 | TARGET 2021-2022 |
|---|---|---|---|---|
| Number of acquisitions made | 374 | 390 | 395 | 395 |
| Number of objects accessioned | 187 | 190 | 195 | 195 |
| % of collection digitised | 90% | 90% | 90% | 90% |
| % of the collection available to the public | 30% | 35% | 40% | 40% |

# 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; therefore it 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 with staff working 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, including through lease arrangements and commercialising aspects of programs
- expand and increase use of enabling systems; in particular implement the Heritage Management Plan interactive and online learning.

# 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 of 74 full-time equivalent people and 65 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 limited career-path opportunities are available due to size, we continue to ensure that MoAD is a supportive, dynamic, and empowering workplace that welcomes ideas and creates opportunities for staff.

During 2018-19, 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. MoAD will continue to review workforce capabilities and capacities to ensure the specialist staff skills required continue to develop and grow with our needs. 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 continue to seek additional revenue sources to ensure our capabilities can be maintained and enhanced in this area.

## 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.

# 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, 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.