**Museum of Australian Democracy
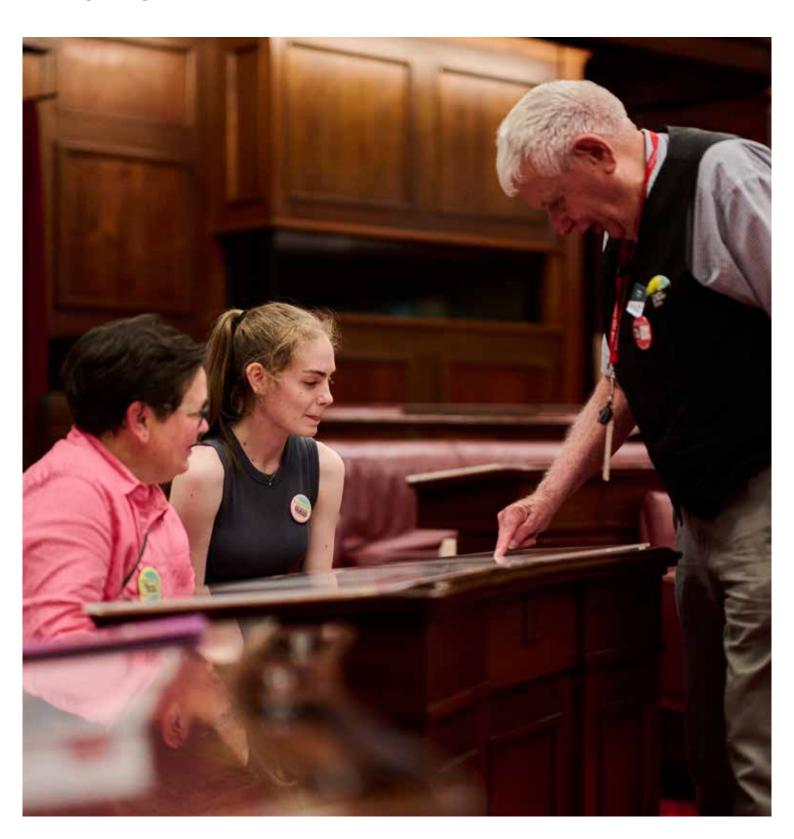at Old Parliament House**

Annual Report
2023–24

MOAD

Acknowledgement of Country

The Museum of Australian Democracy acknowledges Australia's First Nations peoples as the Traditional Custodians of Country throughout Australia. We recognise their continuing connection to land, waters and community.

We respectfully acknowledge the role that First Nations people continue to play in shaping Australia's democracy. We also acknowledge the Ngunnawal, Ngunawal and Ngambri peoples as the Traditional Custodians of the region in which MoAD is located.

Contacts

Enquiries

Cover image: Volunteer engaging with visitors in the Senate Chamber; Photo: Rohan Thomson

MoAD

**Museum of Australian Democracy
at Old Parliament House**

The Hon Tony Burke MP
Minister for the Arts
Parliament House
Canberra ACT 2600

Dear Minister,

On behalf of the Board of Old Parliament House, I am pleased to present the Museum of Australian Democracy (MoAD) at Old Parliament House Annual Report for 2023–24.

As the accountable authority, the Board is responsible for preparing and providing the annual report, in accordance with section 46 of the *Public Governance, Performance and Accountability Act 2013*. The report was approved by the Board on 8 October 2024.

I commend the governance provided by the Old Parliament House Board, the Audit, Finance and Risk Committee, and the continued work of MoAD's dedicated staff.

MoAD continues to play a pivotal role in engaging and educating the community on the value of Australia's unique democracy. Our programs enable visitors to better understand how democracy works, the value of civic engagement, and inspire them to participate.

In May 2024, we welcomed Ms Niki Savva as a member to the Old Parliament House Board. Ms Savva is an accomplished political journalist, author and former political adviser and brings extensive experience and knowledge of parliament, politics and the media to the Board. I would like to thank and farewell Ms Cheryl Cartwright who served as Board member for 6 years. Ms Cartwright contributed significantly to the Board through her experience as a journalist, expertise in the business and corporate sectors, and deep insights into Australia's political and social history.

I also thank Deputy Chair Mr Bernard Wright AO and fellow Board members, Ms Gai Brodtmann, Ms Lenda Oshalem, Professor Greg Craven AO and Mr Gerard Wheeler for their contributions.

As I continue in my role as Chair of the Board, I will continue to focus on increasing engagement and connection to MoAD and Old Parliament House, particularly in the lead-up to the centenary of the opening of the building in 2027.

Yours faithfully,

Barrie Cassidy
Chair
Old Parliament House Board

8 October 2024

Contents

MoAD sign; Photo: Ashley St George

Our purpose

The Museum of Australian Democracy's (MoAD's) purpose is to:

- protect, conserve and interpret the national icon that is Old Parliament House (OPH) to highlight the crucial role the building and its collections have played in shaping today's Australia

- share the story of Australia's democracy through exhibitions, programs, publications and website content to increase understanding of the nation's social and political history

- enable audiences to actively explore how Australia's democratic systems work and to be inspired and equipped to participate as engaged citizens in our democracy.

MOAD's primary strategic priorities are:

- showcasing OPH

- fostering a museum for the people

- sharing the story of Australian democracy

- inspiring all to help shape Australia's future.

Our vision

MoAD is a modern museum located inside the heritage-listed building that was once home to Australia's national parliament.

OPH turns 100 in 2027 and we have an ambitious vision as we approach the centenary: to connect communities across the country with Canberra—the centre of Australia's democratic story.

We provide a 'people's place' where big ideas are explored. We encourage our visitors and the broader Australian community to engage with, and participate in, our democracy through exhibitions, events and education programs, as well as through our rich online collection of stories, objects and resources.

Previous page: Front facade of
Old Parliament House building:
Photo: Adam McGrath

Snapshot of 2023–24

Referendum (pre-polling and polling day)

Behind the Lines 2023: All fun and games exhibition launch

▲

Teacher Professional Development workshop with international educators Trevor MacKenzie and Jessica Vance

▲

NAIDOC Week celebrations

Government Party Room opening and donor thank you event

Book Week digital events — Backyard Birdies with Andy Geppert and Macca the Alpaca and Dharma the Llama with Matt Cosgrove

MoAD served as venue for Canberra Writers Festival

Breaking Ground exhibition opened to mark the centenary of the first sod being turned

Rotary Club Model United Nations Assembly held at MoAD to debate United Nations related issues

New MoAD website launched

Country Party Room and Whip's Office opening

Project to replace main electrical switchboard from the 1970s Prime Minister Fraser period is completed

Referendums A to Z civics education campaign launched

Referendums A to Z travelling exhibitions opened at Goodwood Library and Playford Civic Centre Library, SA

Referendums A to Z travelling exhibitions opened at Ingleburn Library, Campbelltown, NSW

Referendums A to Z travelling exhibitions opened at Minderoo Foundation, Perth, WA

Referendums A to Z travelling exhibitions opened at Warrnambool Library and Learning Centre, Vic

Referendums A to Z travelling exhibitions opened at Geelong Regional Library, Vic

Launch of the Clem Jones Drawn Together: Explore Referendums digital workshop for schools

Launch of the MoAD Learning and Squiz Kids podcast collaboration Gang Gang's Guide to Referendums

Deakin University hosted Symposium Gold Standard?: The Hawke Government 40 years on at MoAD

Received the Interpretation Project Highly Commended Award at the Interpretation Australia Awards for the redevelopment of the Speaker's Suite

Old Parliament House Fire Remediation Project won first place in the 'Architecture and Building Conservation' category in the 2023 National Trust (ACT) Heritage Awards

House of Representatives Chamber major conservation and refurbishment project completed

| JULY | AUGUST | SEPTEMBER | OCTOBER | NOVEMBER | DECEMBER |

23

Open Air PlayUP school holidays program

▲

Enlighten Festival, The People's House: Back to the '80s

▲

Great Debates travelling exhibition opened at Australian National University

WA Government partnership event

Party Games exhibition opened in King's Hall

Open Air PlayUP school holidays program

Changemakers travelling exhibition opened at the Wanneroo Library and Cultural Centre, WA

House of Representatives Chamber official reopening and associated interpretation launched

▲

Behind the Lines 2023 travelling exhibition opened at Cowra Regional Art Gallery, NSW

Ms Niki Savva is appointed to OPH Board

Annual Appeal launched

National Reconciliation Week celebrations

Changemakers travelling exhibition opened at the Museum of the Riverina in Wagga Wagga, NSW

JANUARY	FEBRUARY	MARCH	APRIL	MAY	JUNE

24

Chapter 01

Director's report

As a museum, our primary goal is to showcase the extensive history and significance of the Old Parliament House (OPH) building.

By protecting, conserving and interpreting its spaces and collections, we enable audiences to understand and appreciate the importance this building played in shaping Australia today. This year we have also commenced planning to mark the centenary of the opening of OPH in 2027. During the year, MoAD will deliver a range of programs, content and events onsite, online and offsite.

MoAD continues to develop innovative and informative education and public programs through our permanent and temporary exhibitions and onsite and online learning programs, activities and resources. Many of our exhibitions (both onsite and travelling) are interactive to encourage Australians to actively engage with and strengthen their understanding of democracy. Our learning programs enable audiences of all ages to explore concepts of democracy, and deepen their confidence to participate in Australia's future.

Revive policy

MoAD continues to align its programs and activities with the Australian Government's National Cultural Policy, *Revive: A Place for Every Story, a Story for Every Place. Revive* recognises the value of the arts and cultural sectors and supports these industries across the Australian community. MoAD has embedded the 5 pillars of Revive against activities listed in our 2024–25 Corporate Plan.

Partnerships

Partnerships and collaborations underpin the incredible work achieved by MoAD this year—helping to increase the reach and grow audiences around the nation. Tim Fairfax AC and Gina Fairfax AC provided the most significant philanthropic gift that MoAD has received to date. This funding will enable MoAD to run education programs in rural and remote Australian communities.

MoAD's major corporate partner, the Commonwealth Bank of Australia has provided significant ongoing support of *Changemakers: Crafting a Difference* exhibition and workshops to tour around Australia creating positive change in regional communities. This year MoAD welcomed their first legal partner, Hazelbrook Legal and first accommodation partner, Hotel Kurrajong. This year our Annual Appeal was the most successful to date, with donor numbers and funds raised growing significantly.

Previous page: Clerk of the Senate's Office; Photo: Tom Ferguson. Left: Visitors in Senate Chamber; Photo: Ashley St George. Above from left: Behind the Lines opening; Photo: Rohan Thomson. Referendum collateral; Photo: Ben Appleton

Referendum

In 2023, Australia took part in its first referendum in 23 years, giving Australians an opportunity to participate in an important democratic process. This was the first time since 1999 that Australians were able to take part in this democratic process.

In the lead-up to the referendum, MoAD developed and launched the *A-Z of Australian Referendums: A no nonsense guide to referendums and why they matter* designed to educate Australians on referendums and the Constitution. The campaign included a travelling display that was shown in venues in South Australia, Victoria, New South Wales and Western Australia.

OPH was a polling booth for the 2023 Australian Indigenous Voice referendum. This included one week of pre-poll voting prior to polling day on 14 October 2023 for both interstate and ACT voters. A total of 20,347 people voted at MoAD, with 6,030 votes cast on the actual polling day. To engage voters onsite, MoAD developed a suite of quality onsite programming materials for visitors to encourage civic participation and engagement in the political process. Polling day experiences included activities such as:

- handing out 4 'Blind dates with democracy' trails, palm size pamphlets that playfully personify 4 parts of democracy: The Constitution, The Senate, Voting and Activism—each pamphlet using date-like conversations to inform readers about each concept
- leaving messages about the day in a phone booth
- using typewriters to write letters about the day.

Voters were also able to partake in other democratic traditions including the democracy sausage.

The People's House: Back to the '80s

For Enlighten 2024, MoAD showcased the people who worked in the building during the 1980s. During the festival, MoAD opened its doors after hours allowing visitors to explore the building after dark and discover life in the 1980s, including public aerobics sessions and karaoke.

This year MoAD collaborated with Australian artist Nordacious to develop illustrations that brought the 1980s to life. This included developing 6 unique character-based jobs held by real people in the 1980s at OPH. The event celebrated this key time in Australian political history and the people who worked in this culturally significant building and contributed to its daily duties and functions.

A key component of Enlighten was the 'choose-your-own-adventure' game open to visitors of all ages. This game encouraged visitors to explore OPH while participating in hands-on experiences that were connected to the job duties and 80s popular culture. The purpose of this game was to activate heritage spaces in playful ways and to challenge ideas that democracy is uninteresting by giving visitors a way to learn and engage with democracy in a fun (and sometimes competitive) way.

Behind the Lines

Behind the Lines is an annual exhibition developed and curated by MoAD that showcases established and emerging cartoonists from across Australia. For 2023, MoAD's *Behind the Lines* exhibition theme was 'All Fun and Games', looking back at the year through the eyes of Australia's quick witted political cartoonists.

MoAD showcased a diverse range of artists and perspectives with over 40 cartoonists' work displayed in the exhibition, including works from new and emerging artists, First Nations artists, as well as several established and well-known artists. Fiona Katauskas won Political Cartoonist of the Year.

Every year, the previous *Behind the Lines* exhibition travels around Australia to a number of different venues. This year, the exhibition travelled to the Old Treasury Building in Melbourne, Parramatta Riverside Theatre, the State Parliament of New South Wales and the Bob Hawke Prime Ministerial Centre, ensuring interstate Australians the opportunity to also view the exhibition.

Interpreting Democracy Panel Event

The Hon Tony Burke MP, Minister for the Arts, officially opened MoAD's refurbished House of Representatives Chamber on 13 May 2024 at an event hosted by the OPH Board Chair Mr Barrie Cassidy and myself. The event included a panel discussion on interpreting democracy. Panel members included the Minister, musician and arts advocate Dr Genevieve Lacey, visual artist James Hillier (aka Nordacious) and Dr Kate Armstrong, Manager of Interpretation and Content Development at MoAD. It was a captivating and thought-provoking discussion on how democracy can be interpreted through different mediums to make it accessible to a wider audience.

National Trust Heritage Awards

For the eighth consecutive year, MoAD's heritage and conservation work has been acknowledged by the National Trust of Australia. At the 2023 National Trust (ACT) Heritage Awards MoAD won first place for the Old Parliament House Fire Remediation Project in the 'Architecture and Building Conservation' category. The award recognises outstanding conservation or restoration works to existing heritage-listed new or adapted buildings, including small projects.

Remediation works to the front façade and front entry of OPH were of high importance following a fire in December 2021. The project was guided by the Burra Charter and the Old Parliament House Heritage Management Plan and involved retaining as much of the heritage fabric as possible while maintaining the design intent and welcoming visitors.

External works included reconstructing a new front canopy, restoring the front doors, cleaning and repainting external fixtures and features, and removal and replacement of the front landing and stairs. Salvaged and new materials were used in the rebuilding and restorations as necessary.

Internal works included faithfully reconstructing the timber parquetry and inlaid rubber in the front foyer which was damaged beyond repair. Staff and contractors removed discolouration and dirt caused by sooty water.

The project was a collaborative effort delivered by MoAD staff, a managing contractor, conservators and dozens of trades including MoAD Heritage and Capital Projects, Manteena Security (Aust) Pty Ltd, International Conservation Services, Celia Cramer Conservation, Conservation Works, Eric Martin & Associates, Art and Archival.

Learning

MoAD is proud to continue its involvement with the Parliamentary and Civics Education Rebate scheme (PACER) as one of the 4 mandatory national institutions. Our range of PACER eligible programs cater for primary and secondary students, helping to make access to high-quality civics education programs more affordable to students who travel to Canberra. This year, MoAD hosted 74,072 students and 7,384 teachers for education programs from all around Australia. MoAD also provided 1,051 teachers with professional development; 295 students and teachers with offsite learning programs; and supported 5,246 students through national programs such as the What Matters competition and National History Challenge.

MoAD also supports national programs including The Simpson Prize, National Constitutional Convention, National History Challenge and Whitlam Institute What Matters? Competition, and provides representation on the Social and Citizenship Educators (SCEAA) National Committee.

Appointments

The Hon Tony Burke MP, Minister for the Arts announced new Board member Ms Niki Savva on 24 April 2024. As a journalist in OPH, an adviser in the new Parliament House and an author on Australian politics—Niki Savva brings extensive experience and knowledge of parliament, politics and the media to the Board. Ms Savva has a personal connection to the building, having previously worked at OPH before its closure in 1988.

This year, MoAD farewelled Ms Cheryl Cartwright as a Board member. Ms Cartwright served on the Board for 6 years, bringing valuable experience as a journalist, extensive knowledge in the business and corporate sectors, and insights into Australia's political and social history. Through Ms Cartwright's personal connection to OPH, she has also provided support in sourcing items for MoAD's collections and interpretation programs for the public, including through oral history recordings.

MoAD also farewelled Mr Ben Wright who served as Chair of MoAD's Audit, Finance and Risk Committee (AFRC) for 8 years. Mr Wright brought a wealth of public sector experience, including executive finance and procurement roles.

Following Mr Wright's departure, Ms Robyn McClelland was appointed by the Board to the position of Chair of the AFRC.

Subsequently, MoAD welcomed Ms Stephanie Cargill as a new member to the AFRC. Ms Cargill brings 20 years of public sector experience to the role, including her current role as the Chief Financial Officer at the Department of Home Affairs.

I would like to extend my thanks to all those who have supported MoAD throughout the year. Thank you to the OPH Board and AFRC members for their invaluable guidance and oversight and to our dedicated volunteers, generous supporters, and committed staff. Their passion, hard work, and unwavering support have been central in helping us engage with our audiences and share the story of our democracy. Together, we continue to make a meaningful impact on our nation's story.

Learning in the Senate Chamber;
Photo: Ashley St George

2023–24 Visitor feedback

'I loved every minute I was here. I also visited yesterday but needed to come back today to see a couple of things I missed. The attention to detail is outstanding! Thank you.'

'Very grateful for volunteer guides who definitely enhance the experience'

'Really enjoyed the exhibitions. It's great to be able to bring ANU students here. We are studying ancient democracy, so it is great to see how democracy as changed ad evolved over the years. Thanks for hosting us.'

'Very knowledgeable tour guides and volunteers.'

'We had a very lovely guide and a great Highlight tour. I really like that you have some interactive parts of the museum.'

'Mock debate was a great experience for our students.'

Haunted house tour

'It was great to hear the darker side of the history of the building. The factual historical stories of macabre happenings are chilling!'

'The guides did a fantastic job at creating an atmosphere where I wanted to believe in the presence of ghosts. The addition of the ghost hunting equipment added an extra fun and exciting dimension. Was great to learn new stories and facts about the building.'

'My friend and I had a fabulous time. Now I want to see the OPH during the day! Our tour guides were great, loved the stories and the ghost hunting devices are a fantastic idea!'

'Walking around the building in the dark was a cool experience. The guides were very good and very knowledgeable on their historical stories.'

Chapter 02

Our organisation

Our functions

MoAD is part of the Department of Infrastructure Transport, Regional Development Communications and the Arts portfolio. The Minister is the Hon Tony Burke MP, who is also Minister for Home Affairs, Minister for Cyber Security and Minister for Immigration and Multicultural Affairs.

Old Parliament House (OPH) was established as a Corporate Commonwealth Entity under the Public Governance, Performance and Accountability (Establishing Old Parliament House) Rule 2016 (the Rule). It has the following functions:

- conserving, developing and presenting the OPH building and collections
- providing public programs and research activities related to Australia's social and parliamentary history
- providing a range of other services for visitors to OPH
- undertaking other relevant tasks as the Minister responsible for OPH may require from time to time
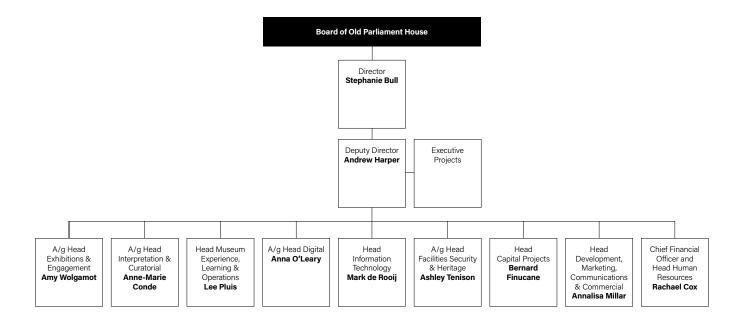
- undertaking such other functions as are conferred on OPH by the Rule or by any other law of the Commonwealth
- doing anything incidental to or conducive to the performance of any of the above functions.

Organisational structure

OPH pursues its purpose through MoAD, which is overseen by a Board established under Section 13 of the Rule. The OPH Board is the accountable authority under the *Public Governance, Performance and Accountability Act 2013* (PGPA Act). MoAD OPH had no subsidiaries in 2023–24.

The Board's organisational structure at 30 June 2024 is shown in Figure 1.

Figure 1: Organisational structure at 30 June 2024

OPH Board functions

The Board's functions are to decide the objectives, strategies and policies and to ensure the proper and efficient performance of MoAD's functions. This role includes:

- approving and monitoring significant expenditure and commitments
- appointing and removing the Director, in consultation with and subject to approval by, the Minister
- ensuring that the organisation operates with an appropriate corporate governance structure, acts legally and responsibly on all matters and maintains the highest ethical standards
- establishing and supervising specialist committees, including an audit committee and, as appropriate, considering and approving the annual financial statements.

The Board also contributes to MoAD's operations by:

- participating in expert advisory groups and meetings
- engaging on key strategic matters and providing input to planning
- providing input and advice on MoAD's operations
- representing and promoting MoAD.

Following their appointment, Board members are briefed and receive training on their roles and responsibilities regarding the organisation, people, policies, culture, strategy and performance of MoAD.

Previous page: Steps to King's Hall; Photo: Ben Appleton.
Opposite: From left to right; Mr Barrie Cassidy and Mr Paul House; Photo; Rohan Thomson

Board membership

The Board consists of a Chair, Deputy Chair, MoAD's Director and up to 5 other members, as established under Section 18 of the Public Governance, Performance and Accountability (Establishing Old Parliament House) Rule 2016.

Board members are appointed by the responsible Minister for terms of up to 3 years, not exceeding a total of 9 years. Appointments of members are based on knowledge or experience relevant to MoAD. At the end of 2023–24, the Board had a full complement of 8 members. The Board met 4 times in 2023–24. Table 1 sets out each Board member's attendance during the year.

Table 1: Board members and attendances

Name	Position	Period of appointment		Meetings attended/ eligible to attend
Mr Barrie Cassidy	Chair	30 May 2023	29 May 2026	4/4
Mr Bernard Wright AO	Deputy Chair	8 December 2016 9 December 2019 9 December 2022	7 December 2019 (1st term) 8 December 2022 (2nd term) 8 December 2024 (3rd term)	4/4
Ms Gai Brodtmann	Member	30 May 2020 29 May 2023	29 May 2023 (1st term) 28 May 2026 (2nd term)	4/4
Ms Cheryl Cartwright	Member	21 November 2017 3 February 2021	20 November 2020 (1st term) 2 February 2024 (2nd term)	2/2
Professor Gregory Craven AO	Member	9 April 2022	8 April 2025	4/4
Ms Lenda Oshalem	Member	8 July 2021	7 July 2024	4/4
Ms Niki Savva	Member	28 March 2024	27 March 2027	1/1
Mr Gerry Wheeler	Member	8 July 2021	7 July 2024	4/4
Ms Stephanie Bull	Member	22 February 2023	21 February 2028	4/4

Mr Barrie Cassidy
(Chair)

Mr Barrie Cassidy is a retired political journalist and current affairs television presenter. He began his career working at regional newspapers before joining the *Melbourne Herald* as a court reporter, becoming a federal political correspondent for radio and television in 1979. He was previously the President of the Federal Parliamentary Press Gallery.

In 1986, Mr Cassidy became the personal press secretary and, later, senior political adviser to Prime Minister Bob Hawke. In 1991, he worked as a correspondent for *The Australian* newspaper in Washington and subsequently worked for the ABC as a European correspondent based in Brussels. Upon his return to Australia, Mr Cassidy played a pivotal role in the creation of the ABC's *Insiders* television program, which he hosted from 2001 to 2019. He has also hosted ABC *News Breakfast*, *Offsiders* and *One Plus One*.

Mr Cassidy is based in Victoria and his first term with MoAD's Board began on 30 May 2023.

Opposite: From left to right; Mr Gerry Wheeler, Ms Gai Brodtmann, Ms Stephanie Bull, Mr Barrie Cassidy, Mr Bernard Wright AO, Ms Niki Savva, Ms Lenda Oshalem. Absent: Professor Greg Craven AO; Photo: Rohan Thomson

Mr Bernard Wright AO
(Deputy Chair)

Mr Bernard Wright AO was Clerk of the House of Representatives from 2009 to 2013. He joined the staff of the Federal Parliament in 1972, spending more than 4 decades at Parliament fulfilling many roles. He was the assistant editor/editor of 5 editions of *House of Representatives Practice*, worked on the reform of parliamentary privilege and served as Registrar of Members' Interests from 1996 to 2009.

Upon his retirement in 2013, Mr Wright served on the Council for the Order of Australia from 2014. Mr Wright has continued to write and speak on parliamentary subjects and was made an Officer in the General Division of the Order of Australia in 2015, for distinguished service to the Parliament of Australia.

Mr Wright is based in the ACT and served on the OPH Advisory Council from 26 March 2015 to 7 December 2016.

He is in his third term as a member on the OPH Board, having served since 8 December 2016.

Ms Gai Brodtmann

Ms Gai Brodtmann was appointed to the Board on 30 May 2020 and is now in her second term. She currently chairs both the Australian Strategic Policy Institute and Fearless Women Incorporated, and sits on the Board of Defence Housing Australia. She is also a Distinguished Adviser at the National Security College and a regular presenter, panellist and podcaster on public policy, national security and women's leadership at academic institutions and think tanks.

Elected as the Member for Canberra from 2010 to 2019, Ms Brodtmann served as Shadow Assistant Minister for Cyber Security and Defence from 2016 to 2019, and Shadow Parliamentary Secretary for Defence from 2013 to 2016. She was also on various committees, including the Joint Standing Committee on Foreign Affairs, Defence and Trade and the Joint Committee of Public Accounts and Audit. Prior to her political career, Ms Brodtmann ran her own small communication business and was a non-executive director, including on the ACT Cultural Facilities Corporation Board, for a decade. From 1990 to 2000, she was a federal public servant with the Department of Foreign Affairs and Trade and the Attorney-General's Department.

Ms Brodtmann is a Graduate of the Australian Institute of Company Directors, a Fellow of the Australian Information Security Association and a Fellow of the Public Relations Institute of Australia. She holds a Bachelor of Arts (Politics, Sociology and English) from the Australian National University, a Bachelor of Arts (Public Relations) from the Royal Melbourne Institute of Technology and a Graduate Certificate in Business from Monash University.

Ms Cheryl Cartwright
(Outgoing)

Ms Cheryl Cartwright moved to Canberra from Melbourne in 1978 to work as a secretary for Prime Minister Malcolm Fraser.

In 1980, she enrolled in a journalism degree at the University of Canberra and in 1983 returned to Parliament House as a journalist. She worked in the Press Gallery covering politics for print, radio and television for a decade and spent 2 years in Adelaide covering State politics.

In 1993, Ms Cartwright left journalism and worked for a decade as a media and political adviser, including 7 years as chief of staff to a Cabinet Minister. After that, she ran a national industry association for 12 years and is now a non-executive director and provides writing and editing services, as well as advice on government and bureaucracy.

Ms Cartwright completed her second term as a member of the Board on 2 February 2024, having served since 21 November 2017.

Professor Gregory Craven AO

Professor Gregory Craven AO is an academic who worked as the Vice-Chancellor and President of the Australian Catholic University (ACU) from 2008 to 2021. He holds a Bachelor of Arts, a Bachelor of Laws and a Master of Laws from the University of Melbourne. Professor Craven has expertise in constitutional law, government, public policy, constitutional history and federalism.

Prior to joining ACU, he was a foundation Dean and Professor of Law at the University of Notre Dame Australia and Deputy Vice-Chancellor (Strategy and Planning) at Curtin University of Technology in Western Australia (WA). He has also previously served as the Director of the John Curtin Institute of Public Policy.

Presently, Professor Craven is a regular columnist for *The Australian*, a member of the National Catholic Education Commission and the Truth, Justice and Healing Council. He continues to teach at the ACU.

Professor Craven was made an Officer in the General Division of the Order of Australia in 2017 for distinguished service to tertiary education, the Catholic Church and constitutional law.

Professor Craven is based in New South Wales and is in his first term with the MoAD Board, having served since 9 April 2022.

Ms Lenda Oshalem

Ms Lenda Oshalem is the Executive Director of Advocacy and Engagement at Minderoo Foundation. Prior to working at Minderoo, Ms Oshalem was a Partner and National Campaigns Director at SEC Newgate, Australia's largest full-service strategic communications firm. In 2018 and 2019, she worked on behalf of Dying with Dignity WA to foster political and community support for assisted dying legislation, and ultimately historic legislative change in WA.

Ms Oshalem has worked at senior levels of government and politics for over a decade across the country, including as the Assistant State Campaign Director for WA Labor Party from 2012 to 2017. Ms Oshalem is also a Graduate of the Australian Institute of Company Directors and is currently a Board member of Auspire, the Australia Day Council (WA) and Chair of Minderoo Pictures. She has also previously served as a member of the National Science Week WA Coordinating Committee and the Metropolitan Migrant Resource Centre Management Committee.

Ms Oshalem has a passion for advocacy, community engagement, and organising and capacity building.

Ms Oshalem was appointed to the MoAD Board for her first term on 8 July 2021.

Ms Niki Savva

Ms Niki Savva is an award-winning journalist, author and political commentator. Ms Savva began writing on federal politics in 1974 and has worked for *The Australian*, the *Herald Sun* and *The Age* as a correspondent and bureau chief.

She is a columnist with *The Age* and the *Sydney Morning Herald* and appears regularly on ABC's Insiders. In 2016, she received a lifetime achievement award from the Melbourne Press Club 'for her outstanding coverage of Australian politics as a reporter, columnist and author.'

Ms Savva has written 4 books. Her first was a memoir, So Greek, *confessions of a conservative leftie*, which covered her time as a journalist and senior staffer with Treasurer Peter Costello and Prime Minister John Howard between 1998 and 2007.

Ms Savva has also written *The Road to Ruin*, which won the Australian Book Industry Award for the Best Non-Fiction Book of the Year 2017, *Plots and Prayers*, published in 2019 and *Bulldozed*, which won Political Book of the Year 2019; the ABIA award for General Non-Fiction Book of the Year 2023; and the BookPeople award for Best Non-Fiction Book.

Ms Savva was appointed to the MoAD Board for her first term on 28 March 2024.

Mr Gerry Wheeler

Mr Gerry Wheeler is the Managing Partner of Beachhead, an advertising agency dedicated to serve national security clients. This follows almost 20 years with one of Australia's largest defence companies, Raytheon Australia, where he was Head of Public Affairs for many years.

Mr Wheeler's first political role was working as an adviser to a senior Liberal parliamentarian in OPH. He also worked for the Hon Bronwyn Bishop, the Party's Federal Secretariat and as an adviser to then Prime Minister John Howard. He is now Chair of the Advisory Board of the John Howard Prime Ministerial Library and a Federal Vice-President of the Liberal Party of Australia.

Mr Wheeler holds an Economics degree from the Australian National University, is based in Canberra and is in his first term with the MoAD Board, having served since 8 July 2021.

Ms Stephanie Bull

Ms Stephanie Bull was appointed Director of MoAD in February 2023. Accordingly, Ms Bull is a member of the MoAD Board, pursuant to Section 18 of the Public Governance, Performance and Accountability (Establishing Old Parliament House) Rule 2016.

Ms Bull has a BA (Hons) majoring in Australian History from the University of New South Wales and commenced her career in the Department of Defence.

Ms Bull has an extensive history in the cultural sector, including at the Australian War Memorial and the National Museum of Australia. Her work in the sector includes exhibitions, gallery redevelopment, international engagement and corporate services.

Our people

The Director is responsible for:

- managing the day-to-day administration of MoAD
- ensuring accountability to the government, Parliament and public
- helping the Minister to fulfil accountability obligations in relation to operations and administration, as required by the Parliament
- overseeing corporate governance and determining strategic priorities in consultation with the Deputy Director and section heads
- setting the broad strategic vision.

The Deputy Director is responsible for:

- supporting the Board and the Director in developing and implementing the strategic vision
- leading delivery of operations, administration and capital projects
- deputising for the Director and overseeing day-to-day operations across the museum.

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, development, philanthropy, corporate services and administration. Our volunteers extend and enhance what we do, particularly in relation to visitor engagement.

Exhibitions and Engagement

This section activates heritage spaces in playful and thoughtful ways to help visitors explore themes related to democracy, civic engagement and our shared democratic histories and futures. These teams are responsible for designing and building contemporary exhibitions, in addition to delivering engaging and participatory visitor experiences for all ages.

Interpretation and Curatorial

Interpretation and Curatorial works closely with Exhibitions, Engagement and Museum Experience. Drawing on extensive knowledge of Australian history and curatorial and interpretive practice, the team is responsible for the content development for interpreted spaces, exhibitions and online products. Additionally, it manages the acquisitions of objects and strategic approaches to MoAD's collection, working closely with colleagues in Heritage and Collections. Across different projects and outputs, the team contributes to creating engaging experiences for audiences that platform discussions about our building's history, democracy and the type of world we want to live in.

MoAD's volunteers

Volunteers continue to play an important part in the successful delivery of Museum Experience programs at MoAD, and our volunteer cohort dedicates significant time and effort in ensuring visitors are engaged with MoAD's purpose. Volunteers provided personally facilitated experiences to over 7,000 visitors during the year, including the very well received Highlights of Old Parliament House tour which details the stories of the people and events that shaped Australian democracy in the very place it happened.

In 2024, MoAD volunteer Ms Stella Smith celebrated 30 years of service to MoAD and OPH. Ms Smith exemplifies the strong culture of community engagement and expertise that the volunteer program contributes to at MoAD.

"It was great to hear the darker side of the history of the building. The factual historical stories of macabre happenings are chilling!"

MoAD is proud to be one of 4 mandatory Parliament and Civics Education Rebate (PACER) institutions, a government initiative that provides rebates to schools to support students visiting Canberra's National Civics and Citizenship institutions. Schools from around Australia travel to Canberra to engage in curriculum-aligned educational programs developed to support students to become active, engaged citizens. All of MoAD's school programs, both onsite and digital, teaching resources and professional development are mapped to the Australian Curriculum.

Museum Experience, Learning and Operations

The Museum Experience and Learning teams are the first point of contact for MoAD visitors and schools. Delivery of high-quality customer service including daily tours, after hours experiences, programs aligned to the Australian Curriculum and teacher professional development is paramount to their work. The consistent warm, friendly welcome, customer service and program delivery have been acknowledged by positive survey results and comments from visitors.

MoAD's exemplary Museum Experience team ensures visitors of all ages have the highest quality experiences while visiting the museum. They develop, coordinate and deliver innovative tours and programs throughout the year. Alongside the traditional Highlights tour, Madam Speaker tour, Chifley's tour, First Nations Experiences of Democracy tour, Home away from Home tour, and First Women in Parliament tour, which are focused on the building's history and key political figures, a revitalised Old Haunted House Experience tour was delivered from December 2023. This tour provides visitors with knowledge and stories about the building's history outside of well-known political stories. In the 6 months since program delivery commenced, 208 visitors have taken part in this tour.

Opposite: Children in Democracy DNA;
Photo: Naomi Colley Above: House of
Representatives Chamber Entrance;
Photo: Ashley St George

Digital

The Digital team is responsible for shaping the digital identity of MoAD, connecting diverse and sometimes distant communities with MoAD's collection, programs and stories. From social media content to onsite immersive experiences and reimagining the way visitors encounter MoAD online, the team uses digital technologies to share the story of Australia's democracy and inspire audiences to help shape Australia's future.

Information Technology

The Information Technology (IT) team is responsible for establishing and managing the building's digital and associated physical infrastructure, as well as supporting staff with IT requests. The team's primary goal is to support MoAD's technological needs, while ensuring that equipment and services are managed securely and information is handled in a safe and compliant manner. The team has embedded cyber security practices to ensure that the agency is operating in a secure environment.

Facilities, Security, Heritage and Collections

The Facilities and Security team is responsible for maintaining a clean, safe and secure environment for our visitors, tenants and staff. The team is responsible for the day-to-day management of all facilities, security and services, including building maintenance, gardening, utilities, cleaning, waste, pest control, security guarding, access control and CCTV.

The team oversees catering and venue management operations, manages 8 tenancies and an offsite storage facility.

The Heritage and Collections team cares for the democracy and heritage collections. The team leads the agency's protection, conservation and maintenance of the significant heritage values of OPH in accordance with the Heritage Management Plan and pursuant to the *Environment Protection Biodiversity and Conservation Act 1999*.

Above: Visitor Receives a visitor guide; Photo: Ashley St George. Opposite: Roof repair works; Photo: Museum of Australian Democracy

Capital Projects

The Capital Projects team is responsible for the planning and delivery of the OPH capital works program, with a focus on managing major refurbishment and restoration projects and upgrading the building infrastructure while ensuring the preservation of heritage fabric. Funding for these projects is provided by the Government through the annual budget and New Policy Proposal injections.

Projects for delivery are identified through the Life Cycle Cost Plan, which maps out the capital investment requirements for OPH over a 15-year period. Projects may also arise that are unscheduled—such as the hail damage or fire remediation.

Capital Projects are also responsible for facilitating any modifications that are public-facing and enhance the visitor experience ahead of OPH's centenary.

Development, Marketing, Communications and Commercial

With a focus on building MoAD's profile and growing own-source revenue, the Development, Marketing, Communications and Commercial team works across the organisation.

The Development team is responsible for managing and growing corporate partnerships, philanthropy and grants to support the work of MoAD.

The Marketing and Communications team oversees media and public relations, tourism marketing, campaign marketing, audience research and insights, as well as content creation.

The Commercial team manages the MoAD Shop with a view to maximise visitor engagement and increase revenue.

> "We had a very lovely guide and a great Highlight tour. I really like that you have some interactive parts of the Museum"
>
> *Visitor Feb 2024*

Finance and Human Resources

The Finance team is responsible for the financial management of MoAD's internal financial control, financial delegations, Accountable Authority Instructions, financial services, procurement, asset management, external and internal budgeting, and financial reporting. The team supports MoAD's strategic objectives and organisational success through complying with efficient, effective and compliant management of financial resources.

The Human Resources team delivers a range of human resource and workplace relations services. Payroll is outsourced via a shared services arrangement. The team supports MoAD's strategic objectives and organisational success through the design and delivery of human resource strategies, initiatives and business activities.

Governance

The Governance area manages the agency's planning and reporting frameworks in the context of the *Public Governance, Performance and Accountability Act 2013* (PGPA Act) and the agency's audit and compliance requirements.

The team provides high level support and advice to the Executive and Senior Management Group, secretariat services to the OPH Board and Audit Committee, and develops and implements systems, guidelines and key processes to ensure OPH meets its accountability and performance requirements.

The Governance team is also responsible for coordinating:

- business and strategic planning
- Senate Estimates briefings and appearances
- responses to Questions on Notice
- policy advice to the agency
- liaison with the Minister's office and other government departments.

Chapter 03

Highlights of the Year

Exhibitions and onsite experiences

Onsite exhibitions

Breaking Ground — opened August 2023

In the lead-up to the centenary of Old Parliament House (OPH) on 9 May 2027, MoAD is celebrating a selection of anniversaries. On 28 August 2023, MoAD opened a display *Breaking Ground* to mark the anniversary of the ceremonial turning of the first sod and the start of construction on OPH. This display features rare archival footage and colourised historical photographs to bring the moment to life.

Spirit of Service — opened August 2023

In August 2023, the Australian Public Service Commission's (APSC's) exhibition *Spirit of Service* was opened at OPH by Senator the Hon Katy Gallagher. It was developed and delivered by the APSC, and is intended to introduce visitors to diverse ways public servants serve Australians. Alongside the exhibition *Writs to Referendum* developed by the Australian Electoral Commission in 2022, *Spirit of Service* is intended to help visitors explore the important roles undertaken by the Australian Public Service (APS) agencies.

Country Party Whip's office — opened September 2023

The Country Party Whip's office was re-created to complement the existing Country Party Room. The party room is re-created to evoke the year 1970 when John McEwen was leader. The whip's office tells the story of Sir Winton Turnbull, party whip from 1956 until his retirement in 1972. Known as McEwen's 'right-hand man', Turnbull didn't miss a single sitting day over his almost 27-year tenure, a feat he claimed was an 'unchallenged world record'. He was also proud to have 'burnt out' 7 Holdens travelling around his 48,915-square kilometre electorate.

Previous page: Hansard Parliamentary Debates in the House of Representatives Chamber Photo: Ben Appleton. Above: Minister Burke speaking at House of Representatives Chamber opening event; Photo: Rohan Thomson

Behind the Lines 2023 All Fun and Games — opened November 2023

Popular annual exhibition *Behind the Lines: the year in political cartoons* opened in November 2023, with Fiona Katauskas named Political Cartoonist of the Year. The theme *All Fun and Games* reflected a year where cartoonists deftly pinned tails onto many a donkey in their biting satirical drawings.

In 2023, Australians faced the ripple effects from previous COVID-19 related economic downturns and the war in Ukraine, as well as cost of living pressures, rising interest rates, and pressures on housing and building supplies. It was a big year for democracy, with a referendum on whether to include an Aboriginal and Torres Strait Islander Voice in the Constitution and the coronation of King Charles III. Australia's national women's soccer team, the Matildas, had an inspiring run in the Women's World Cup, attracting a record-breaking viewership from Australians.

This year's new 'Out of the Frame' section explored for the first time the way some contemporary political cartoons are jumping off the newspaper and magazine pages and using new and creative formats. GIFs (Graphics Interchange Format), sculptures and even puppets enable cartoonists to reach new audiences.

This year's *Behind the Lines* exhibition continued to highlight new exciting artists like Sam Wallman and Badiucao, in addition to the work of familiar cartooning giants such as Cathy Wilcox, David Pope and Danny Eastwood.

A party-themed 'food fight' throwing game, 'Did that Actually Happen?' guessing game, Hills Hoist installation and interactive audiovisual features enhanced the exhibition, creating an engaging experience for visitors of all ages.

Clockwise from top;
Visitors at the Behind the
Lines exhibition; Photo: Rohan
Thomson. The Speaker's Suite
Highly Commended award;
Photo: Museum of Australian
Democracy. Minister Burke
at Behind the Lines opening;
Photo: Rohan Thomson

Party Games — opened April 2024

Can board games teach us about democracy? *Party Games*, a temporary exhibition in King's Hall, opened in April 2024 and, drawing on MoAD's own collection, takes a look at board games that explore some serious ideas while being seriously fun to play. Visitors can see a rare chess set with Bob Hawke and Malcolm Fraser as the kings, a crowdfunded 'card game for political tragics' and a game created as a birthday present for a Senator. Visitors can actually play these games, with several of them available in the Courtyard Café.

House of Representatives and Senate Chamber interpretation

Following comprehensive conservation works in both chambers, MoAD developed a set of interpretive products for self-guided visitors, including leaflets, an audio program featuring recordings from both chambers with narration, an interpretive panel explaining the role of the Chamber Attendants and large format photographs of the chambers, covering the period 1927 to 1988.

Speaker's Suite interpretation

MoAD received a Highly Commended in the 'Projects – Indoors over $75,000' category at the Interpretation Australia Awards 2023 for our interpretation of the suite of offices occupied by the Speaker of the House and their staff. The suite is re-created for the period 1986 to 1988 when Joan Child MP was Speaker of the House of Representatives.

Onsite experiences

Onsite Learning

MoAD is one of 4 mandatory Parliament and Civics Education Rebate (PACER) institutions, along with the National Electoral Education Centre, Australian Parliament House and Australian War Memorial. This is a government initiative, providing rebates to support students visiting Canberra's national institutions. With high proportions of students travelling from New South Wales, Victoria and Queensland, post COVID-19 we are starting to see a return of schools visiting from Central and Western Australia.

The Learning team offers 8 different onsite experiences for students in Year 2 to Year 12. In 2023–24, of the 87,869 students and teachers that participated in school programs onsite and offsite, a total of 74,072 students came through the doors. Of this figure, 87% were primary and 13% were secondary school students. Survey data demonstrates teacher and student experiences are extremely positive, with 98% of teachers selecting one of the top 2 categories of Excellent or Good to describe their experience, and 98% of teachers agreeing that programs are relevant to the curriculum.

School holiday programs

School holiday programming provides families and young people with options for spending time at OPH.

MoAD's popular **Open Air PlayUP** is an extension of the indoor PlayUP exhibition for our youngest visitors. This program is hosted several times throughout the year to encourage families to spend time in the Senate Courtyards. It welcomes new and returning visitors each time.

MoAD hosted cartooning workshops for children aged 7 to 15 years, facilitated by Mr Andrew Hore of Funnyworks Oz. During the workshop, visitors followed step-by-step as Mr Hore drew political figures and offered tips and tricks to drawing caricatures. The group also talked about the important role political cartooning holds in Australian democracy. This workshop encouraged young people to connect with the *Behind the Lines* exhibition and offered them an opportunity to explore cartooning to share their ideas and opinions with others.

Tours

As well as custom tours for government, diplomatic, industry and community clients, many Australian Government departments continue to include a paid tour at MoAD in their staff induction and training programs. During 2023–24 MoAD also increased our offering of after hours experiences, with a refreshed ghost tour, the Old Haunted House Experience; as well as an extended season of the popular Top Secret Tour with Tim the Yowie Man.

Other tours offered this year included: Building History; Insights; First Nations Experience of Democracy; Highlights (run by our volunteer guides); First Women in Parliament; Chifley's Walk (in partnership with the Hotel Kurrajong); Spotlight: Madam Speaker (centred around Joan Child's time as Speaker of the House of Representatives); and Home Away from Home. We also gave visitors a chance to participate in a mock Cabinet Room discussion as part of the ACT Heritage Festival offering; If These Walls Could Talk.

Overall, our Museum Experience team provided onsite tours to more than 15,900 visitors during 2023–24.

Above: Visitors at Democracy DNA exhibition; Photo: Naomi Colley. Opposite: Visitor in Senate Chamber holding the Black Rod; Photo: Ashley St George
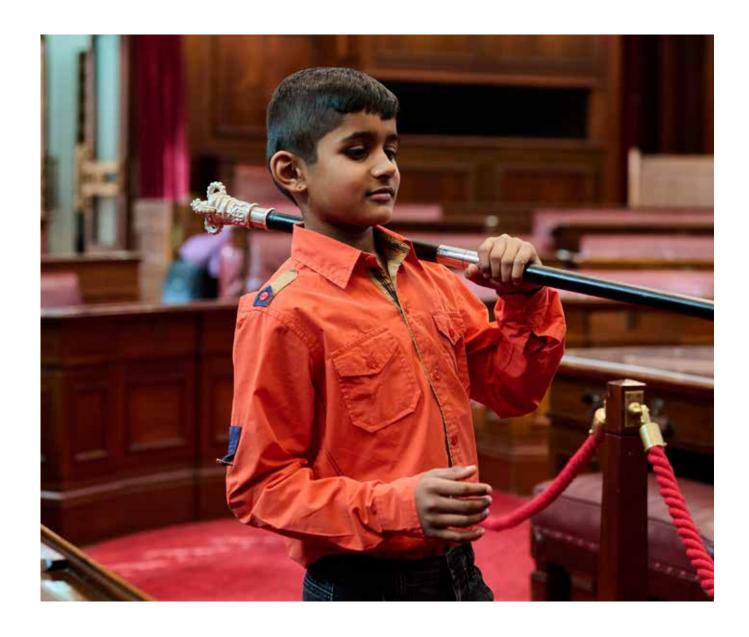
PlayUP programming

MoAD's permanent children's exhibition, *PlayUP*, continues to be an important space for families to connect with each other and with MoAD. Research indicates that people who attend museums as young children are more civic-minded adults with a commitment to democratic processes.

Staff facilitate free, daily craft-based programs from 10:30am to 12:30pm, including story time at 12pm. Craft activities are based on the United Nation's International days and programming changes weekly. These offer visitors a creative, open-ended and playful way to engage with the exhibition and the Convention on the Rights of the Child. *Open Air PlayUP* and the *PlayUP* Community Facebook group continue to be valuable resources to connect with families and keep them informed about our programming.

Interpreting Democracy Panel event

On 13 May 2024, the Hon Tony Burke MP, Minister for the Arts, officially opened MoAD's refurbished House of Representatives Chamber at an event hosted by OPH Board Chair Barrie Cassidy and Director Stephanie Bull. The public and invited guests listened to a keynote address from the Minister, followed by a panel discussion on interpreting democracy and a musical performance by composer and musician Dr Genevieve Lacey. The panel was facilitated by Mr Cassidy and panel members included the Minister, Ms Lacey as well as visual artist James Hillier (aka Nordacious) and Dr Kate Armstrong, Manager of Interpretation and Content Development at MoAD.

This event aligns with the Australian Government's National Cultural Policy, *Revive*, addressing pillar 3: Centrality of the Artist, and pillar 5: Engaging the Audience.

Travelling exhibitions

The onsite *Changemakers* exhibition now has a travelling component. In the first half of 2024, **Changemakers: Crafting a Difference**, an exhibition and workshop travelled to 2 regional venues. Featuring 8 textile banners created by craftivist and artist Dr Tal Fitzpatrick, it shows how crafting—traditionally considered 'women's work'—can be used for political expression and social change.

The exhibition opened at Wanneroo Library and Cultural Centre in Perth on 10 April 2024, and opened at its second venue for the year, Museum of the Riverina in Wagga Wagga on 14 June 2024. Both venues hosted successful banner making workshops led by Dr Fitzpatrick, with MoAD staff supporting the outreach program in Wagga Wagga. The exhibition will continue to travel to 2 further venues in New South Wales and Victoria in late 2024. The *Changemakers* exhibition is supported by the Commonwealth Bank of Australia's Next Chapter program.

In 2024, *Behind the Lines: All Fun and Games* will travel to venues around Australia, supported by the National Collecting Institutions Touring and Outreach Program, an Australian Government program aiming to improve access to the national collections for all Australians.

Between June 2023 and June 2024, the touring **Behind the Lines** 2023 exhibition travelled to Cowra Regional Art Gallery, Old Treasury Building Melbourne and Parramatta Riverside Theatre.

The **Great Debates** travelling exhibition features content from MoAD's flagship onsite exhibition, *Democracy DNA*. The *Great Debates* exhibition was on display at the Australian National University's (ANU's) National Security College Conference 'Securing our Future', on 9 and 10 April 2024. The exhibition remained on display at ANU through to June 2024. It was displayed at ANU to support a conference hosted by the Australian Electoral Commission and International Institute for Democracy and Electoral Assistance, with participants from electoral management bodies and democracy experts in June 2024.

The A to Z of Referendums travelling display was an extension of MoAD's successful multichannel digital campaign to provide neutral, engaging and accessible information about referendums, the Constitution and why they matter. This display showcased information featured in the digital campaign for audiences who might not engage with or find this information online. This display travelled to multiple locations in Australia from August through October 2023.

Above: Great Debates travelling exhibition at the Australian National University; Photo: Museum of Australian Democracy. Opposite: Prime Minister's Staff's Office; Photo: Lean Timms

Online experiences, learning and media

Website

The new **MoAD website** was launched in August 2023 with a major redesign and technical upgrade. The Digital team conducted an extensive audience research project to develop a new design, information architecture and content strategy for the site. The website's performance, security, search engine optimisation, speed and accessibility have improved, with key information now readily accessible and easy to navigate. The website's Ahrefs Health Score—a measure used to evaluate a website's search engine performance and usability—improved from 36 (fair) to 97 (excellent) after launch.

Media

MoAD's paid *A to Z of Referendums* social media campaign resulted in a significant boost to social media channels in the second half of 2023. Paid campaign elements reached 9 million people across Australia. This, in turn, boosted organic reach and engagement, as wider audiences were introduced to MoAD's social media channels.

Throughout the 2023–24 period, the Digital team focused on using **social media** to reach new audiences and encourage existing audiences to engage with our content and visit onsite. MoAD continues to adapt to shifting audience behaviour, with an increased focus on video. Subject matter experts across MoAD have developed various series analysing upcoming democratic elections, stories of key moments in Australia's political history and OPH, and behind-the-scenes of MoAD. During the Enlighten Festival, MoAD increased new audience reach by 400%. Overall, there has been a 25% increase in organic engagements, with comments and likes from political and public figures and other cultural institutions. The year's most popular posts were videos using trending formats and MoAD staff members to showcase different spaces in OPH.

MoAD received over 3,700 media mentions in the 2023–24 financial year according to Meltwater data. This comprised approximately 1,300 print and online editorial mentions and 2,400 television and radio broadcast mentions.

Media highlights include:

- the launch of the *Behind the Lines* exhibition and announcement of the 2023 Political Cartoonist of the Year, Fiona Katauskas, by Minister for the Arts, the Hon Tony Burke MP
- strong media coverage for the Enlighten Festival, including 3 in-depth interviews on ABC Radio Canberra with subsequent online coverage, an interview with James Hillier in The Canberra Times and coverage on industry-website ArtsHub
- various ABC Radio Canberra interviews with OPH Board Chair Barrie Cassidy that were syndicated nationally on ABC News
- local media coverage of the House of Representatives official reopening and the National Trust Heritage Award for the Old Parliament House Fire Remediation Project.

In addition to planned media events, media outlets continue to contact MoAD for interviews on Australian politics, history and democracy.

Online learning and experiences

The Learning team continued to deliver high-quality curriculum-aligned learning programs both onsite and online through the digital studios to primary, secondary and tertiary students, and teachers. MoAD specifically links its content to the Australian Curriculum areas of History and Social Sciences, English, General Capabilities, and the cross-curriculum priorities of Sustainability and Aboriginal and Torres Strait Islander Histories and Cultures.

The Learning team delivered virtual excursions and online resources to 272,290 students and teachers These resources are linked to the themes of student voice and agency, history, OPH, civic participation, media literacy and First Nations and support Preschool to Year 12 students across a range of Australian Curriculum areas. With the support of local teacher and cartoonist David Conley, MoAD developed specific referendum resources to support students and teachers, which were delivered in Term 4 (October 2023). MoAD also collaborated with Squiz Kids on the podcast *Gang Gang's Guide to Referendums* which reached 11,688 students and teachers across 2 episodes.

The Learning team delivered a highly successful digital classroom and events series, including connecting with authors and illustrators for National Aborigines and Islanders Day Observance Committee (NAIDOC) Week, Book Week, Media Literacy Week, World Read Aloud Day and Reconciliation Week. As part of this year's Virtual Canberra Week, MoAD also supported the National Film and Sound Archive to deliver a high-quality session utilising our studio facilities and the expert production knowledge of our team.

In support of Book Week 2023, MoAD delivered 2 digital events *Backyard Birdies* with author Andy Geppert, and *Macca the Alpaca and Dharma the Llama* with author Matt Cosgrove. The 2 events reached 28,903 students and 1,218 teachers, including many Preschool to Year 6 students from across the country. Events of this type are critical in growing MoAD's audience, increasing awareness of MoAD's work and relevance across the Australian Curriculum. MoAD has reached 65,154 students and 3,000 teachers across our regular digital programming and special events this financial year.

Capital works and heritage conservation

After many months of careful planning and design, the House of Representatives (HoR) Chamber closed in March 2023 to allow for the first major refurbishment and conservation project since the building's opening.

The main objectives of the project were:

- refurbishing the HoR Chamber and Press Gallery, including extensive render repairs and painting
- installing double-glazed windows to protect internal assets from UV exposure, address microclimate and mould risks, and carry out conservation treatment to the timber window frames
- undertaking conservation treatment to furniture, timber joinery and curtains, and replacing the acrylic desk covers
- undertaking textile conservation treatment
- replacing window infill panels and flags
- replacing disintegrated underlay below the heritage carpet floor coverings and placing a new drugget to protect the underlying fabric
- installing a hearing loop system and designated wheelchair viewing points in line with MoAD's accessibility upgrade
- upgrading the electrical systems.

The HoR Chamber is a highly significant space within OPH. The successful delivery of the HoR Chamber upgrade project produced outcomes which are consistent with the heritage values and continuity of use of the building, enabling visitors to access and enjoy the Chamber while preserving its significant features for years to come.

View of the House of Representatives Chamber during refurbishment; Photo: Ben Appleton.

Collections care and development

MoAD's collection captures the ideas, movement, individuals and events of Australia's democracy. Collection care and maintenance of the collection continued through the year, with a full valuation of the collection being conducted by an independent valuer in early 2024. During the reporting period, 20.36% of the collection was available for public viewing.

Left: Visitors with a Museum Experience Officer in King's Hall; Photo: Ashley St George. Right: Truth, Power and a Free Press Exhibition; Photo: Lean Timms

Nearly 160 items were accepted for the MoAD collection in the reporting period, with notable donations added to the collection, including:

- a collection of souvenirs from the opening of Provisional Parliament House in 1927
- a collection of items relating to the celebration of the centenary of Federation in Australia in 2001
- a hand crank drum printing machine which was used to print copies of Khrushchev's 'secret speech' in Australia
- a statement dress entitled 'Maiden Speech'.

Donations of collection objects are a significant source for collection development. For generously donating to our collection in 2023–24 we would like to thank (along with our anonymous donors):

Individuals

David Andrew	Luke McVeigh
Barbara Banvill	Dr Karl Kruszelnicki
Liz Bateson	The Hon. Dr Andrew Leigh, MP
Katina Curtis	Rob Lundie
Meredith Dickie	Don Morris
Danny Eastwood	Kim Morrison
Dana Endelmanis	Vince Nash
Tal Fitzpatrick	Constantine Nikolakopoulos
The Hon. Paul Fletcher, MP	Brett and Jean Odgers
Graeme Freedman	Kate Palmer
Dennis Grant	Andrew Probyn
Mia Horsfall	Norma Scully
Helen Irving	The Hon. Wayne Swan
Mark Kelly	

Organisations

Creative Australia	Department of Parliamentary Services, Australian Parliament House
National Library of Australia	Department of the House of Representatives, Australian Parliament House

MoAD continued to have an active outward loan program, with over 180 objects on loan throughout the year.

Most of these items were on loan to institutions located within OPH. For example, furniture from the heritage collection continued to be lent for use in the café and events areas to Restaurant Associates and APSC tenancies. Objects on loan to the John Howard Library, also located within OPH, were extended, with the addition of new selections.

Loan agreements with the Robert Menzies Institute in Melbourne, loaning 2 election handbills from the 1949 Federal election, together with a framed verse by Longfellow, and Australian Parliament House, loaning a dress sword used by the Usher of the Black Rod, remained in place.

The kitchen table that once belonged to Ms Edna Ryan, who was a leading Australian feminist, trade unionist, activist and writer, has returned from the National Archives of Australia, while the Women's Electoral Lobby banner will continue touring, as part of the National Archives of Australia exhibition *Disrupt, Persist, Invent: Australians in an everchanging world*.

Bryan Westwood's portrait of Paul Keating, *The Prime Minister*, returned from loan to the Art Gallery of New South Wales for their travelling exhibition *Archie 100: A Century of the Archibald Prize*.

The inward loan program to support exhibitions within OPH was also very active, with 102 loans covering around 670 items maintained throughout the year. MoAD assisted the APSC with the delivery of its new permanent exhibition, *Spirit of Service*, in the Senate undercroft, including preparation of loan agreements and installation objects.

The team also assisted with the delivery of temporary exhibitions, *Party Games* and *Guardian of the Senate* in King's Hall, featuring objects from the democracy collection, as well as arranging a loan of a small number of objects, including 3 puppets based on characters by cartoonist First Dog on the Moon, to install in the 2023 *Behind the Lines* exhibition. The team continues to maintain the permanent galleries, assisting in changeover, condition reports, mount assessment and inward loan management.

Philanthropy and partnerships

MoAD's growing philanthropic and corporate communities help broaden the scope of the organisation's work across exhibitions, programming education and outreach.

In June 2024, **Tim Fairfax AC and Gina Fairfax AC** provided MoAD with its first major philanthropic gift of $500,000 (with $250,000 received in the 2024–25 financial year). Their donation will enable MoAD to deliver the *Democracy in a Box* pilot program, an education outreach initiative travelling to remote and regional schools in Queensland and the Northern Territory. This program could only be delivered with their generous support.

The Annual Appeal was launched in May 2024 supported by our donor community, many of whom gifted for the first time, helping MoAD to exceed its target, raising approximately $32,000 by 30 June 2024. Their support will assist with the refurbishment of the Clerk of the Senate's Office, which will open to the public in November 2024.

MoAD is continuing its partnership with the **Commonwealth Bank of Australia's Next Chapter** program, which aims to help those impacted by financial abuse. The Commonwealth Bank has supported the *Changemakers* exhibition (on display in Canberra) and their support has also enabled MoAD to travel its exhibition, *Changemakers: Crafting a Difference* and associated programming to metropolitan and regional centres in Western Australia, New South Wales and Victoria.

With support from **JCDecaux**, MoAD's *A-Z of Australian Referendums* digital campaign was developed into an out-of-home campaign that was displayed nationally across billboards and digital signs ahead of the referendum in October 2023. The Billboard received 9.3 million impressions.

Both the **Clem Jones Foundation** and the **Henry Parkes Foundation** continue to support MoAD's programs. Thanks to the support of the Clem Jones Foundation, more than 1,315 students took part in the *Drawn Together: Referendums* digital program, building their media literacy skills and understanding of how referendums work in Australia.

MoAD would also like to acknowledge and thank **Hazelbrook Legal** for its support, advice and expert assistance this financial year. Thank you also to our accommodation partner, **Hotel Kurrajong**.

Donors

MoAD would like to thank all donors for their support and advocacy this year, including those who wish to remain anonymous:

Dr Marion Amies	Chris Mansfield
David Blayney	Robyn McClelland
Sarah Brasch	Vicki and Wayne McGeoch
Stephanie Bull	Elizabeth McGinnis
Gai Brodtmann	The Hon Nick Minchin AO
Sue Dyer and Dr Stephen Dyer	Brett Odgers
Tim Fairfax AC and Gina Fairfax AC	Lenda Oshalem
Christopher Field	Fiona Pacey
Jeannie and Peter Gill	Margaret Pope
Peter Graves	Aliya and Robert Porter
Meredith Hinchliffe AM	Graeme Rankin
Stephen Holt	Niki Savva
Peter Hyland	Nicholas Schmidt
Claudia Hyles OAM	Reg Shepherd
Kristian Jacobsen	Wayne Sheridan
Carly Jassy	Lajla Sidhu
Nicola Mallik	Felicity and Simon Tepper
Quac Minh La	Ian and Valerie Thom
David Lewis	Suzanne Wood
Robert Lundie	Bernard Wright AO

Former prime minister patrons of MoAD

MoAD is proudly supported by 5 former prime ministers as our first patrons: the Hon John Howard OM AC, the Hon Kevin Rudd AC, the Hon Julia Gillard AC, the Hon Tony Abbott AC and the Hon Malcolm Turnbull AC. They have all generously contributed time, objects and ideas to MoAD. MoAD looks forward to continuing to strengthen and develop these important relationships.

Government support

2023–2024 saw the completion of a capital works program enabled by government support which spanned the 2021–22, 2022–23 and 2023–24 financial years. These projects delivered essential building upgrades to service tunnels and hydraulics, as well as the replacement of the 1970s main switchboard. As part of this work, asbestos containing materials (ACM), such as pipe lagging and sheeting, were safely removed during the hydraulics and switchboard upgrades. Additionally, redundant cabling was removed, and live cables were lifted from the dirt floor into cable trays within the services tunnels below the central lower floor corridors. This work has improved working conditions for essential maintenance in these confined spaces.

This government support also enabled a comprehensive refurbishment and conservation project to the House of Representatives Chamber (HoR) and represents a substantial investment in a highly significant space ahead of the building's centenary. Government support also enabled MoAD to improve accessibility to the HoR Chamber during its 2023 closure. The installation of a hearing loop and wheelchair viewing points funded by an Australian Heritage Grant, demonstrate MoAD's commitment to creating inclusive and accessible museum experiences while upholding its heritage responsibilities. The installation of the hearing loop is significant as it is a requirement under the Building Code of Australia for buildings with amplification systems such as in the HoR Chamber, where verbal interpretation is essential for guided tours, lectures and conferences. The removal of the furniture for the refurbishment and conservation project presented a unique opportunity to install one.

The Federal Government's April 2023 announcement of $37.9 million in funding over 4 years has enabled MoAD to address essential heritage and infrastructure works. The base building refurbishment of the HoR Press Gallery included conservation of walls, floors and ceilings, and upgrading to building services such as fire, lighting and power systems. The base build component of the project was completed in July 2024, resulting in improved heritage protection and extended building life span. Other projects delivered under the new funding include a WiFi and visitor counting technology upgrade, design for the refurbishment of the lower entry to make it more welcoming for visitors with accessibility improvements and maintenance to one of the King's Hall stairwells.

This funding also enabled MoAD to procure design and construction services for its 2023–2027 Capital Works Program. The program will focus on upgrading building services, conserving heritage fabric and enhancing visitor experience and engagement.

Clock in the House of
Representatives Chamber;
Photo: Jo Bakas

Chapter 04

Annual performance statements

Statement of compliance

The Old Parliament House (OPH) Board, as the accountable authority, presents the MoAD's Annual Performance Statements 2023–24, as required under section 39(1)(a) of the *Public Governance, Performance and Accountability Act 2013* (PGPA Act). In the Board's opinion, these annual performance statements are based on properly maintained records, accurately reflect the performance of MoAD, and comply with section 39(2) of the PGPA Act.

The annual reporting cycle

MoAD is required to provide annual performance statements that review its nonfinancial performance in achieving its vision and purpose. The annual report and annual performance statements complete the cycle that commenced with the Portfolio Budget Statements (PBS) and Corporate Plan. The performance statements report the actual results achieved against the performance measures and targets set out in MoAD's Corporate Plan and PBS.

Outcome 1

An enhanced appreciation and understanding of the political and social heritage of Australia for members of the public, through activities including the conservation and upkeep of, and the provision of access to, OPH and the development of its collections, exhibitions and educational programs.

Program 1.1 Old Parliament House

OPH enhances the appreciation and understanding of the political and social heritage of Australia for members of the public, through activities including the conservation, upkeep and access to the OPH building and the development of MoAD's collections, exhibitions and educational programs.

Program 1.1 will be delivered in the following ways:

- ensuring the heritage values of OPH are recognised, preserved and communicated
- managing a collection of national, regional and local significance to document and illustrate the development of Australian democracy
- providing enhanced visitor experiences through participation onsite and online
- providing quality learning programs that align with national curriculum requirements both onsite and to regional and remote areas through our digital excursion program
- delivering critical capital works program and conservation of key heritage spaces.

Performance measures and strategic priorities

MoAD's performance is measured against the criteria established in MoAD's PBS and is delivered through the 4 strategic priorities established in MoAD's 2023–27 Corporate Plan.

1. Performance measure: Deliver a spectrum of experiences — exhibitions, events, learning programs and digital activities that allow our audience to engage with the concepts and history of democracy. Build and maintain a rich national collection for current and future generations of Australians.

    -   Strategic priority 1: Showcasing Old Parliament House
    -   Strategic priority 2: Fostering a museum for the people
    -   Strategic priority 3: Sharing the story of Australian democracy
    -   Strategic priority 4: Inspiring all to help shape Australia's future.

Operating environment

OPH has been operating as a Corporate Commonwealth Entity under the PGPA Act since 1 July 2016. MoAD's priorities have been determined after analysis of the current operating environment and potential future social, financial and policy factors. It is framed by the MoAD Strategic Plan 2023–28.

The trends and drivers that will influence our operations are:

-   social trends
-   government engagement
-   heritage, education and culture
-   environment
-   technology
-   capital work.

Previous page: The Cabinet Room; Photo: Adam McGrath Above left: Clerk of the Senate's Office; Photo: Tom Ferguson Right: House of Representatives Clerk's Desk; Photo: Adam McGrath

Performance report

Strategic priority 1: Showcasing Old Parliament House

MoAD will expand our work to care for OPH, a nationally significant heritage building, and through its collections and historical interpretation enable audiences to understand the importance it played in shaping Australia today.

The following is an overview of capital projects completed, ongoing and commenced in 2023–24:

Completed:

- House of Representative Chamber – refurbishment
- House of Representatives Chamber and Senate Chamber – roof replacements
- House of Representatives Chamber and Senate Chamber – accessibility improvements
- House of Representatives and Senate Courtyards – sewer replacement and relining
- House of Representatives Press Gallery – refurbishment
- Senate Chamber – window refurbishment and double glazing
- basement service tunnels – removal of redundant cabling and asbestos hazards
- main switchboard – replacement and associated services upgrades
- dining rooms and back-of-house – hydraulic pipework replacement.

Ongoing and commenced:

- roof – stage 3 of the hail damage roof replacement project—commenced in December 2022 and scheduled for completion in November 2026
- public areas – 11 refurbishment and upgrade projects—commenced in May 2024 and scheduled for completion in June 2027. It includes accessibility improvements, services upgrades and refurbishment of the shop, the accessible entry and the Prime Minister's Suite.

Capital project delivery has been in accordance with the *Environment Protection and Biodiversity Conservation Act 1999* and the Old Parliament House Heritage Management Plan. Heritage expertise has been integrated at all project stages and has included the provision of heritage research, advice and documentation. A conservation approach has been adopted to protect, conserve and maintain the significant heritage values of OPH.

Chamber audio guides were launched, enabling visitors to listen to historic moments in the House of Representatives and Senate chambers. Audio includes Prime Minister Ben Chifley announcing the end of the Second World War in 1945, the opening of Parliament by Queen Elizabeth II in 1954 and portions of the final sitting in both chambers in 1988. They can be accessed via a QR code on a pamphlet in the chambers, or online.

The delivery of these projects aligns with the Australian Government's National Cultural Policy, *Revive* addressing pillar 2: A Place for Every Story, pillar 4: Strong Cultural Infrastructure, and pillar 5: Engaging the Audience.

Collection conservation and access

The management of the collections of MoAD at OPH is governed by the Old Parliament House and Curtilage Heritage Management Plan 2021–26, specifically Policy 1.10: Conservation and management of movable heritage and collections. Access and use of the collection is balanced against conservation, care and security requirements.

Table 2 presents an overview of trends in collection management.

Although there is a smaller percentage of the collection available to visitors in FY2023–24, this is due to the growth in collection objects on record, and galleries being closed due to fire and roof remediation works along with the upgrade of the Senate Chamber.

Table 2: Trends in collection management, 2020–21 to 2023–24

Description	2020–21	2021–22	2022–23	2023–24
Collection objects	28,516	29,030	29,344	29,732
Percentage of the collection available to the public	20.50%	22.50%	21.56%	20.36%

During 2023–24, MoAD focused resources on the conservation treatment and custom storage for new acquisitions in the democracy collection. These objects included:

- a Springboks rugby jersey worn by protestors during the Springboks tour of Australia in 1971
- a collection of tools owned by Frank Clowry, foreman and carpenter at Parliament House.

MoAD also undertook several conservation treatments to heritage fabric and furniture, including:

- the timber doors in the lower Senate and Senate undercroft
- the rubber floors and carpet in rooms recently opened to the public
- the timber fan window in the House of Representatives Chamber stairwell
- the 1927 timber hexagonal table originally used and currently on display in the Senate Opposition Room.

Hexagonal table being moved for heritage conservation; Photo: Museum of Australian Democracy.

During the reporting period, MoAD delivered an extension to the offsite collection storage facility at Fyshwick, increasing the storage capacity by 221m2 to 1,407m2. Services were also upgraded to meet collection storage requirements. The offsite facility is used to store objects from the movable heritage collection which includes timber and upholstered furniture, and a Library Collection of journals, books and ephemera.

In 2023–24, the following activities were delivered at the offsite store:

- completing a major audit and storage consolidation exercise to ensure that the available space in the facility is maximised
- completing a shelf loading audit, reconfiguring the racking used to store collection and relocating collection to ensure safety and maximise storage capacity
- conservation cleaning of 107 items to remove dust
- moving the Library Collection of journals, ephemera and books into pallet cages on the upper racking.

OPH Centenary Program

Programming to celebrate OPH's 100 years commenced in August 2023, with the installation of MoAD's Breaking Ground display that opened on 28 August 2023 on the 100th anniversary of the first sod being turned to build the building. MoAD has commenced planning for the delivery of a broad range of other programs, content and events to mark the centenary of the opening of OPH in 2027. The commemorations will span the entire centenary year and include onsite, online and offsite programs and activities designed to engage diverse audiences.

Above: Front of Parliament House from north east; Photo: James Mildenhall c. 1926, National Archives of Australia A3560, 1243 Opposite: Left to right: Old "main switchboard" before refurbishment; new "main switchboard" being installed; new "main switchboard"; Photo: Museum of Australian Democracy

Case study:

Winner of the 2024 Small Project of the Year award, ACT

When OPH opened in 1927, the original main electrical switchboard was located beneath King's Hall. In 1977, during the Fraser Government era, it was replaced and relocated under the Members' Bar.

Designed to last for 20 years, the replacement operated continuously for 46 years until it became a priority for replacement in 2023. Lacking adequate fire and safety measures and out of step with current construction standards, it was deemed an unacceptable risk to the heritage fabric of the building and its collections.

Replacement of the main switchboard was completed over a single weekend, requiring a huge cross organisation effort to minimise building closure and disruption to MoAD's visitors and programs.

The project was carefully planned, incorporating expert advice from heritage consultant Eric Martin & Associates to minimise impact on the building's heritage fabric. This included retaining existing fabric where possible and avoiding location changes and changes to the building's external façade.

Coordination with ICON energy and ACTEW minimised electricity supply disruptions.

Due to the project's complexity and successful completion, and in recognition of the project's criticality in support of an iconic and heritage-listed national institution, contractor Martin Donnoley won the 2024 Small Project of the Year, ACT, and is now a finalist in the National Electrical and Communications Association awards.

Strategic priority 2: Fostering a museum for the people

MoAD will deliver a high degree of organisational excellence so that we can continue to serve the Australian community.

In 2023–24, MoAD grew its own-source revenue by 9% from the previous year through commercial streams. This increase in revenue has enabled MoAD to broaden its work and reach new audiences through education outreach, travelling exhibitions and onsite programming.

In line with the audio guide installation in the chambers, trained staff developed and delivered audio descriptions for selected cartoons in the *Behind the Lines 2023* exhibition. These descriptions, developed with the support of Access2Arts, were accessible online and through a QR code within the exhibition.

Capability

MoAD regularly evaluates its workforce planning, Information and Communications Technology (ICT) capability, digital activities and capital investment to ensure ongoing efficient and effective operations.

In 2023–24, MoAD changed its ICT management model to focus on sustainability, safety and resilience by bringing the management of corporate services in-house. Previously part of a shared services arrangement, MoAD determined that creating the internal corporate services capacity would offer long-term advantages with minimal investment.

The transition involved projects that significantly uplifted the agency's cyber security posture, while increasing scalability and alignment with government standards. This tailored approach has significantly simplified environmental oversight and reduced maintenance costs, lowering the museum's overall risk footprint.

'The People's House' facade during the Enlighten Festival; Photo: Rohan Thomson.

MoAD's ICT division has continued to upgrade the capability of ICT, digital activities and capital investment to ensure the proper function of these systems. The network continues to provide digital content, Wi-Fi and back-of-house functions associated with the building and its exhibitions. MoAD is in its final stages of its initial network upgrade, improving both wired and wireless services across the building. Future network improvements will be assessed as the next stage to further enhance visitor and staff connectivity. ICT security of the mentioned environments continues to strengthen, aligning with the agency's cyber resilience strategy.

A high portion of the Life Cycle Cost Plan, aimed at maintaining the building in accordance with the *Environment Protection and Biodiversity Act 1999*, is currently unfunded.

The project to deliver an upgrade of digital connectivity for visitors in public spaces included the rollout of improved network hardware across MoAD. This project was funded via a new funding measure of $500,000 received in the 2023–24 Federal Budget. The total funding measure was for $7.5 million over 2 years for a suite of critical infrastructure upgrades within the building. The current fleet was due for replacement and the new hardware comes with new technology and wireless connectivity bandwidths, setting MoAD and its visitors up with a secure and speedy connected future. Once the initial project has been delivered, MoAD will do a follow-up connectivity audit to find any remaining gaps for improvement and will utilise this information to roll out further Access Points in those areas, ensuring a seamless transition throughout the building.

In August 2023, MoAD launched its redesigned website, resulting in enhanced performance, security, search engine optimisation, speed and accessibility. Following the launch, the website's Ahrefs Health Score improved from 36 (fair) to 97 (excellent), demonstrating the effectiveness of the upgrade.

A group of MoAD staff participated in audio description training provided by Access2Arts, a disability led arts agency. This training enhanced MoAD's ability to both write audio descriptions for visually impaired visitors and deliver onsite audio described tours.

In line with the audio guide installation in the chambers, trained staff developed and delivered audio descriptions for selected cartoons in the *Behind the Lines* 2023 exhibition. These descriptions, developed with the support of Access2Arts, were accessible online and through a QR code within the exhibition.

Events and observances

In 2023–24, the Reconciliation Action Plan (RAP) Working Group has actively engaged MoAD staff and our visiting public in observing Aboriginal and Torres Strait Islander dates of significance, including National Reconciliation Week and NAIDOC Week.

The RAP Working Group is responsible for sharing resources about each observance, encouraging staff attendance at external events, hosting events for MoAD staff, and supporting MoAD teams to engage visitors in observing National Reconciliation Week and NAIDOC Week each year.

RAP Working Group members have supported the delivery of our First Nations Experiences of Democracy tour, hosted public programs onsite and digitally, and marked significant Aboriginal and Torres Strait Islander peoples' milestones through our social media channels.

A highlight of National Reconciliation Week in 2024 was an all-staff talk led by Indigenous-owned law firm Terri Janke and Company, aimed at improving awareness of best practices for identifying and working with Indigenous Cultural and Intellectual Property (ICIP).

Training and cultural experiences

Improving opportunities for cultural learning has been a significant focus during this RAP. The RAP Working Group provided opportunities for front-of-house staff and key leadership staff to participate in formal, structured cultural learning and local cultural experiences.

Staff were invited to attend:

- Black Mountain Tour with Thunderstone Aboriginal Cultural Services

- Acknowledgement of Country workshop with Acknowledge This!

- ICIP training with Terri Janke and Company

- Cultural Awareness training with Curijo.

These training sessions have motivated further work towards our RAP deliverables.

Training from Acknowledge This! inspired the RAP Working Group to standardise MoAD's Acknowledgement of Country protocols and improve staff understanding of the meaning and significance behind making an Acknowledgement of Country. The RAP Working Group hopes to build on existing relationships with these valued training providers and create new relationships with other providers to continue offering cultural learning opportunities.

Commitment to environmental sustainability

MoAD recognises the importance of sustainability for the future of the environment, community and business. MoAD has commenced annual emissions reporting in accordance with the Australian Government's Commonwealth Climate Disclosure Policy and APS Net Zero 2030 targets.

MoAD has commenced work on the development of a sustainability action plan which will take into consideration the 2 main areas of sustainability, planet (environment and climate) and people (community).

Risk

Effective and well-integrated risk management is essential to both realise opportunities for growth and minimise losses to the organisation. MoAD's Risk Management Framework provides a clear path to achieve this objective, for both the strategic and operational aims of MoAD. Specifically, the Framework provides:

- clear guidance for the integration of risk management into organisation-wide decision-making, planning, reporting and budgeting

- direction to enable the identification and treatment of emerging risks

- enhanced risk management controls to reduce the loss and cost associated with risks

- the necessary tools to determine the effectiveness of controls

- clear identification of risk management responsibilities and capacity to manage shared risk where necessary

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

During 2023–24, MoAD strengthened its business systems to improve operational efficiency and risk management. MoAD implemented the new online shop and ticketing system and client relationship management system.

Visitors in the House of
Representatives Chamber
during the Enlighten Festival;
Photo: Rohan Thomson

Clockwise from top:
Children play dress up
during Enlighten; Nordacious'
artwork of Sergeant-at-Arms;
Visitors enter King's Hall.
Photos: Rohan Thomson

Case study:

Back to the '80s for Canberra's Enlighten 2024 Festival

An active participant in the EnlightenFestival since its inception in 2011, MoAD created *The People's House: Back to the '80s* event for Enlighten 2024.

The event highlighted the occupations of the unelected support staff, such as the Clerk of the Senate, the Serjeant-at-Arms, attendant, librarian, telephonist and COMCAR driver. MoAD commissioned artist Nordacious (AKA James Hillier) to create a suite of illustrations inspired by the 6 occupations and 1980s material culture.

Each character had a unique pathway through the building with 8 different activities including:

- aerobic dancing set to an '80s playlist in King's Hall 3 times each night
- a re-created switchboard room to give insight into the telephonist's daily duties, including a display of a switchboard from MoAD's collection
- dress-ups in '80s workwear inspired by the regalia of the position of Clerk of the Senate
- a dedicated 'tech table' showcasing a variety of props to highlight the significant technological devices used in OPH in the 1980s.

In 2024, the Digital team took a more strategic approach to digital engagement content building on lessons learned during previous Enlighten events and leveraging its collaboration with Nordacious.

As a testament to its effectiveness, social media was the third most cited reason for visiting MoAD during the festival, behind word-of-mouth and those already planning to visiting Enlighten.

Visitors this year exceeded previous years by 36.7%, with 21,456 people visiting over 4 nights. Visitor satisfaction was very high, with 90% of survey respondents saying they would likely return to MoAD based on their Enlighten experience.

This event aligns with the Australian Government's National Cultural Policy, *Revive* addressing pillar 3: Centrality of the Artist.

Above: Emily Dannock leads 1980s aerobics flashmob during Enlighten Festival; Photo: Rohan Thomson

Strategic priority 3: Sharing the story of Australian democracy

MoAD will expand our audience reach as we seek to explore the story of Australia's social and political history, and how this heritage has shaped Australia's unique democracy.

Visitor numbers

This year saw MoAD reach its highest visitation ever to exhibitions and experiences, with more than 300,000 visitors engaging with onsite exhibitions and participating in public programs and events. This increase is largely due to:

- visitors selecting MoAD as their polling place for pre-polling and voting day for the 2023 referendum
- higher visitor numbers for the Enlighten Festival: Back to the '80s
- an increase in functions and cafe patronage.

Table 3 compares the 2023–24 targets and actual achievements against the 2022–23 results.

Table 3: Number of onsite and offsite visitors, 2022–23 and 2023–24

Performance indicator	Results 2022–23	Target 2023–24	Results 2023–24
Number of onsite visitors excluding students and teachers	267,307	250,000	302,071
Number of offsite visitors to the organisation— travelling exhibitions	25,896	35,000	77,129

MoAD reached its highest visitor numbers to touring exhibitions this year, tripling last year's numbers and doubling this year's target of 35,000. This year, MoAD developed *The A to Z of Referendums* travelling exhibition in the lead-up to the 2023 referendum which was designed to provide neutral, engaging and accessible information about the Constitution, referendums, and why they matter. The exhibition travelled to venues in South Australia, Victoria, New South Wales and Western Australia.

In the first half of 2024, *Changemakers: Crafting a Difference*, an exhibition and workshop, travelled to Wanneroo Library and Cultural Centre in Perth on 10 April 2024, and continued to the Museum of the Riverina in Wagga Wagga on 14 June 2024. Both venues hosted successful banner making workshops led by Dr Fitzpatrick, with MoAD staff supporting the outreach program in Wagga Wagga.

Popular annual exhibition *Behind the Lines: the year in political cartoons* also toured this year and opened at Cowra Regional Art Gallery on 11 February 2024, before continuing to the Old Treasury Building in Melbourne in March 2024 and to Parramatta Riverside Theatre in Sydney from May to July 2024. It will continue to travel to 2 more venues in 2024, Parliament of New South Wales and the Hawke Centre in South Australia.

This aligns with the Australian Government's National Cultural Policy, *Revive* addressing pillar 2: A Place for Every Story, pillar 3: Centrality of the Artist, and pillar 5: Engaging the Audience.

PlayUP

The daily programming and interactive experiences in the *PlayUP* exhibition are designed to build civic engagement in young children and a sense of collective responsibility, helping young people acquire democratic habits from a young age. Play-based learning research and frameworks show that the building blocks of democracy can be learnt from birth. As an entry point for young children to begin to think about democracy and civic engagement, MoAD applied the United Nations Convention on the Rights of the Child (UNCRC), particularly its child-friendly, simplified version of the UNCRC as an age and pedagogy-appropriate framework for the exhibition. Although democracy is a complex and abstract concept for young children, the clarity of the UNCRC helps children and families understand the importance of rights and reciprocal responsibilities from early childhood.

For children to begin to embrace democratic principles, the thinking needs to be broken down into less abstract, real-world examples of what it means to be a member of a community, to have rights and reciprocal responsibilities, and how to be an active citizen. This simple framework is a conduit to more challenging concepts such as civic engagement and democratic participation. Most importantly, the *PlayUP* exhibition was designed for rich, intergenerational play-based learning experiences that are fun for all members of the family and encourage connection among diverse communities that visit.

Development and philanthropy

In July 2023, MoAD established a dedicated Development team with the goal to grow own-source revenue through philanthropic support, corporate partnerships and grants. A 3-year Development Strategy, endorsed by the Executive and Board, provides a pathway for expanding revenue streams.

A key achievement for the team in its first 12 months of operation was securing a major philanthropic gift to support educational outreach. MoAD also delivered a successful Annual Appeal, and planning has commenced on a centenary fundraising campaign.

Visitor engaging with PlayUP exhibition;
Photo: Art Atelier Photography

Case study:

Special digital event Reconciliation Week: Now More Than Ever

This year, MoAD's Learning team grew MoAD's digital offerings by implementing a regular events series, delivered nationally through our digital studio.

One very special event was with Kamilaroi man Corey Tutt OAM, an Adjunct Associate Professor at Western Sydney University, in recognition of *Reconciliation Week: Now More Than Ever*. Corey is the founder and CEO of DeadlyScience, an Indigenous Science, Technology, Engineering and Mathematics ('STEM') charity.

Corey's presentation focused on his book *First Scientists*, which highlights the significant contributions First Nations peoples have made to the fields of astronomy, chemistry and sustainability. Just on 9,000 students from across Australia joined live for this event, with another 120 classrooms viewing the content via YouTube after the event.

The Learning team developed a matrix of activity ideas and resources that linked Corey's work with schools to Civics and Citizenship, growing connections to Country and the importance of STEM in empowering active citizens.

These resources have longevity beyond Reconciliation Week and will help teachers make ongoing connections to First Nations perspectives and cultures across the curriculum.

These programs align with the Australian Government's National Cultural Policy, *Revive*, addressing pillar 1: First Nations First.

Above: Co-presenting digital programs with Deadly Science; Opposite: Head of Learning Stephanie Smith in the Digital Learning Studio; Photo: Museum of Australian Democracy

"The live session for Reconciliation Week with Corey was amazing and so inspiring. I am now super keen to get him on a Zoom for our senior classes as I know they would get so much from it. "

Teacher Feedback

Strategic priority 4: Inspiring all to help shape Australia's future

MoAD will develop innovative and informative content and programs that inspire, encourage and equip Australians of all ages to participate in our democracy.

Table 4 compares the 2023–24 targets and actual achievements against the 2022–23 results.

This year saw an increase in general visitors participating in a wide range of programs and events. The addition of MoAD being a polling place for the referendum, a successful Enlighten program and events like the Canberra Writers Festival, Tim the Yowie Man ghost tours and school holiday programming boosted visitor numbers.

2023–24 is the first full-reporting period post COVID-19 pandemic. There has been an 11% increase in number of students and teachers who visited MoAD during the year. We are seeing schools returning from all states and territories to participate in our engaging Civics and Citizenship experiences. The Learning team gathered 1,637 onsite survey responses from teachers recording a 98% satisfaction rating for both relevance to the Australian Curriculum and general satisfaction.

Table 4: Engagement with MoAD programs and events, 2022–23 and 2023–24

Performance indicator	Results 2022–23	Target 2023–24	Results 2023–24
Number of onsite and offsite visitors and participants in MoAD programs and events	53,605	45,000	96,260
Number of students and teachers who visit OPH	80,562	78,000	87,869
Number of students and teachers who participate in virtual programs and online resources	335,385	300,000	272,290
Downloads of student classroom resources	229,311	113,000	112,080
Teachers reporting relevance to the curriculum	98%	95%	98%
Teachers reporting overall satisfaction of learning programs	99%	95%	98%

Opposite: Volunteer engaging with visitors in the Senate Chamber; Photo: Rohan Thomson

Analysis of online interaction results

Table 5 shows usage trends across MoAD's web presence—including microsites—and reach and audience engagement across MoAD's social media channels.

In July 2023, MoAD began recording 'website users' instead of 'website visits', measuring the number of individual people using the MoAD site. The change reflects new metrics provided by Google's upgraded analytics platform Google Analytics 4.

'Reach' is calculated slightly differently by different platforms; it refers to the number of users who have seen our social media posts. 'Engagement' is the number of interactions the audience has taken with our social media posts. This can include things such as liking a post, commenting on it, sharing, saving it, clicking a link, or buying a ticket.

Only organic social media engagements and reach are recorded for the social media reach (general) results, in order to be comparable with previous years. Organic social media includes content (posts, videos, photos etc.) that is shared via social media channels without any paid promotion. Organic social media engagement includes the direct interaction of users with organic social media content such as likes, comments and shares.

In July 2023, MoAD began recording 'website users' instead of 'website visits', measuring the number of individual people using the MoAD site. The change reflects new metrics provided by Google's upgraded analytics platform Google Analytics 4.

Table 5: MoAD's web presence and audience engagement, 2022–23 and 2023–24

Performance indicator	Results 2022–23	Target 2023–24	Results 2023–24
Website visits	573,671	820,000	N/A
Website users	N/A	N/A	529, 114
Social media engagement	120,606	120,000	168,288
Social media reach (general)*	3,208,614	4,000,000	4,682,087
Social media referendum campaign reach (including the digital toolkit resource)	N/A	20,000	9,000,000

*   The target for 'social media reach (general)' was incorrectly listed in the 2023–24 Corporate Plan as 120,000. This target should be 4,000,000 with a target of 120,000 for 'social media engagement'. The figures in the table above are correct and this has also been corrected in the 2024–25 Corporate Plan.

Case Study:

The A to Z of Referendums

In 2023 MoAD developed *The A to Z of Referendums*, a multichannel campaign designed to 'cut through the noise' surrounding the 2023 referendum and provide neutral, engaging and accessible information about the Constitution, referendums, and why they matter. The campaign was funded by the Federal Government which supported the need for a neutral educational campaign on referendums.

The campaign included a range of materials that provided communities with resources to understand topics that were suddenly being discussed. These resources included:

- an 'alphabet' of key terms
- 'referendum recap' stories of past referendums
- a digital toolkit for communities to download and use on their own channels.

The campaign was rolled out on social media, the MoAD website, and expanded to include a travelling exhibition, school resources and onsite engagement activities for voters visiting the polling place at OPH. MoAD also partnered with JCDecaux to develop a compelling awareness campaign, displaying 'A to Z' content nationally across billboards and digital signs.

Social media misinformation accounted for 49.7% of comments that required removal from MoAD's social media channels. This information was shared by purposefully disruptive and misinformed social media users alike. Many users attempted to sow disruption using methods designed to evade moderation.

DISCOVER the **A–Z** of **AUSTRALIAN REFERENDUMS**

A no-nonsense guide to referendums and why they matter.

MoAD

The *A to Z of Referendums* campaign far exceeded its initial goal of reaching 500,000 people. In total, the campaign reached 9 million people on social media alone and attracted a further 9.3 million impressions via JCDecaux outdoor advertising. Clickthrough rates for campaign content exceeded industry benchmarks on Facebook and Instagram, and MoAD received numerous social media messages thanking the museum for this content ahead of the referendum.

Delivery of the program highlighted the significant challenges of social media and demonstrated that MoAD's community engagement approach may hold the key to addressing this threat to Australia's democracy.

Clockwise from top left:
Family partakes in activities
during the referendum;
Early voting at Museum
of Australian Democracy;
Polling booths in King's Hall;
Voting at the referendum;
Photos: Ben Appleton
A-Z Referendum campaign
Graphic; Photo: ICON Agency

Chapter 05
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Corporate Governance

Governance committees

MoAD's governance mechanisms ensure accountability and support a nimble, collaborative and efficient organisational culture.

The Director, in consultation with the Deputy Director and section heads, oversees corporate governance and determines strategic priorities. Input is provided by the Board and governance committees.

In addition to the Board and its committee, 11 key committees inform the corporate governance of MoAD, as detailed in Table 6.

Table 6: Governance committees

Committee	Functions
Senior Management Group	- Provides an avenue for decision-making, consultation and feedback on operational issues. - Develops and implements internal plans and policies. - Promotes risk management, regularly reviews and assesses key risks and ensures appropriate linkages between risk management and planning processes. - Acts as the security committee and project management committee. - Includes the Director, Deputy Director and section heads.
Heritage Actions Committee	- Assesses Action Proposals in accordance with Policy 2.1 of the Old Parliament House and Curtilage Heritage Management Plan 2021–26. - Makes recommendations for the Delegate to consider under the *Environment Protection and Biodiversity Conservation Act 1999*. - Requests independent advice when relevant. - Provides input on proposed actions to ensure that decisions made regarding use of, and change in and on, the building and its curtilage will not have a significant adverse impact on the heritage values of the place. - Reports to the Senior Management Group on its activities.
Acquisition Committee	- Discusses and determines appropriate additions to the collection for approval by the Delegate in accordance with Policy 3.3 of the Collection Management Procedures. - Reports to the Senior Management Group on its activities.
Project Steering Committee	- Discusses and endorses the business case for projects and any funding variations, which then go to the Delegate for approval. - Approves project plans for relevant projects and ensures the commitment of allocated resources to projects. - Reviews capital expenditure and forecast reports. - Monitors the progress of projects and ensures that project targets are being met.
Reconciliation Action Plan Working Group	- Drives and tracks progress against RAP deliverables. - Manages and reports on MoAD's RAP activities. - Facilitates consultation with interested staff, external stakeholders (as decided by the RAP Working Group and Senior Management Group) and Reconciliation Australia. - Reports to Senior Management Group.

Committee	Functions
Disability Inclusion Action Plan Working Group	▪ Sets direction to collaborate on access and inclusion improvements across the 4 pillars of Liveable Communities, Systems and Processes, Attitudes and Behaviours and Employment. ▪ Manages the Disability and Inclusion Action Plan (DIAP) Actions Register to manage and report on MoAD's DIAP activities. ▪ Annual progress review by Senior Management Group is regularly reported to the Board.
Work Health and Safety Committee	▪ Oversees health and safety matters, including identifying, developing and implementing consistent strategies to address work health and safety (WHS) requirements. ▪ Reports to the Senior Management Group on relevant matters and provides advice to employees.
Workplace Consultative Committee	▪ Facilitates communication, consultation, cooperation and input from staff on matters that affect the workplace. ▪ Considers and advises employees and the Senior Management Group on workplace matters referred by employees and employee representatives.
ICT Steering Committee	▪ Ensures appropriate corporate planning and management of ICT assets and funding. ▪ Ensures capability to procure, develop, implement and manage the systems, networks and platforms for software and systems, hardware, firmware, corporate MoAD networks, web properties, digital interactives and social media. ▪ Ensures ICT strategies are aligned with government directions and the entity's strategic and corporate objectives, budget funding and asset replacement strategies.
Forward Planning Committee	▪ Considers and recommends proposed additions to MoAD's forward plan for exhibitions, events and public programs, for approval by the Senior Management Group. ▪ Discusses, resolves issues and provides advice on matters relating to MoAD's forward program development, including audience engagement priorities, resourcing and balance. ▪ Monitors and reviews the forward planning process to ensure that it continues to meet the objectives of the Strategic Framework and Corporate Plan.
Business Continuity Management Team	▪ Manages any incident that may disrupt business as usual. ▪ Provides a forum for decision-making, consultation and feedback on business continuity issues.

Previous page: Wooden coat of arms;
Photo: Ben Appleton.

Strategic planning

This year, MoAD developed a new 5-year Strategic Plan, which reflects key areas of focus for MoAD as it leads into the centenary. As a result, the Corporate Plan underwent a major revision, to align with the new Strategic Plan and ensure MoAD meets its governance responsibilities and achieves its strategic priorities.

Reconciliation Action Plan

MoAD has maintained its commitment to the Innovate Reconciliation Action Plan (RAP). The Innovate RAP focuses on developing and strengthening relationships with Aboriginal and Torres Strait Islander peoples and continues to engage staff and stakeholders in reconciliation.

We are fortunate to have commissioned the RAP artwork, *A place of many voices*, from Wiradjuri artist De Greer-Yindimincarlie to represent MoAD's RAP journey. Since the implementation of the Innovate RAP in 2023, the RAP Working Group has established and maintained efficient administrative operations, implementing updated RAP terms of reference and a progress tracker to accurately monitor progress towards RAP deliverables. The RAP Working Group continues to meet monthly, with membership from almost every MoAD team.

Disability Inclusion Action Plan

During 2023–24, MoAD continued to implement outputs identified in the Disability Inclusion Action Plan (DIAP), including increased stakeholder engagement and updated communication strategies to improve accessibility for visitors. Following consultation with GetAboutAble, the Digital team reviewed and updated the accessibility information available on the website. Additional training has been provided for staff in customer-facing roles. A dedicated quiet room trial was conducted and a permanent space for this purpose is in development.

The DIAP concluded in 2024 and a new iteration will be initiated in 2024–25.

Business Continuity Plan

The Business Continuity Plan is updated and approved on an annual basis. The plan describes and directs the actions to be followed by the Business Continuity teams in the event of an incident, in order to maintain or restore regular operations as quickly as possible.

Life Cycle Cost Plan

MoAD's Life Cycle Cost Plan sets out the various components of the building and exhibitions, and estimates the useful life and replacement cost of these assets.

It maps out the capital investment requirements for a 15-year period, which MoAD uses to assist in determining the order, priority and estimated budget of capital works projects within the building.

Collection Development Plan

MoAD's Collection Development Plan outlines our collection principles and priorities. The MoAD collection is of national, regional and local significance, particularly in documenting and illustrating the ideas, movements, events, people and processes that shaped, and continue to shape, Australian democracy.

The collection offers opportunities for research and display across a range of topics of social and political history. Many collection items combine political, aesthetic and social significance. Key areas within the collection are the development and workings of Australian democracy and government; prime ministers; political influencers and movements; and, at the heart of the collection, the building, the home of Australia's Federal Parliament from 1927 to 1988.

MoAD's collection is divided into 3 distinct subcollections:

- the heritage collection, which comprises objects that were a part of or used in the OPH building prior to its closure in 1988, and is protected by the *Environment Protection and Biodiversity Conservation Act 1999*

- the democracy collection, which comprises material culture that aligns with the purpose of MoAD as a place to explore and communicate the ideas and issues of democracy and government in Australia

- the interpretation and learning collection, which comprises reproduction and facsimile pieces and learning and display props that can be used to demonstrate MoAD's purpose and mission.

Ethical standards

MoAD places a high priority on ensuring a safe, healthy, supportive and productive workplace, preventing discrimination and harassment and fostering ethical behaviour. MoAD's ethical standards are aligned with the APS Values, Employment Principles and Code of Conduct, and with the Commonwealth Fraud Control Framework.

MoAD's ethical standards are reinforced by our:

- Fraud Control Framework and Policy, aligned with the National Anti-Corruption Commission guidelines
- APS Code of Conduct Guidelines
- Risk Management Policy and Framework
- Public Interest Disclosure Policy

- Workplace Harassment Guidelines
- Reconciliation Action Plan
- Workplace Diversity Commitment
- Disability Inclusion Action Plan
- Client Service Charter.

MoAD undertakes a rolling program of updates to its policies and guidelines to ensure they remain current.

MoAD's Client Service Charter includes a feedback form that can be completed online or downloaded and returned.

No feedback was received through this medium in the reporting period.

View from the
Prime Minister's Desk;
Photo: Adam McGrath

Risk management

Effective risk management is integral to achieving MoAD's objectives and supporting its purpose. Risk management is a critical component of MoAD's approach to good governance and is integrated into its governance committees and strategic planning framework.

MoAD has a compliant, embedded Risk Management Framework based on the International Standard on Risk Management (ISO 31000:2018) and the Commonwealth Risk Management Policy 2023. Risks are managed at all levels across MoAD and are overseen by both MoAD's Audit, Finance and Risk Committee and the OPH Board.

MoAD continues to participate in the Comcover Risk Management Benchmarking Program and consistently achieves a result of 'Embedded.'

MoAD's top 7 risk areas that are endorsed by the Audit, Finance and Risk Committee and approved by the Board are provided in Table 7.

Visitor reaches for information brochure for The House of Representative Chamber.
Photo: Ashley St George

Table 7: MoAD's top 7 risk areas

Risk area	Description
Health and safety	• Providing for the health and safety of all staff, volunteers, visitors and tenants.
	• Managing health and safety hazards presented by our unique operating environment in a heritage building.
Preservation and maintenance of the historical building and collections	• Managing and maintaining the heritage building, its exhibitions and other infrastructure.
	• Loss of, or damage to the heritage values, building and/or collections and reputational damage.
Physical and cyber security	• Providing robust and secure technology.
	• Providing a physically safe space for all staff, volunteers, visitors and tenants.
Staff capability and capacity	• Attracting and retaining high-quality and diverse staff and volunteers.
Financial sustainability	• Fulfilling MoAD's purpose because of the impact on financial resources available from fiscal policy and the impact of efficiency dividends and parameter adjustments on appropriation.
	• Adequate funding to care for the heritage building and its collections, invest in enabling systems, resilience to cyber threats and the ability to attract and retain skilled staff.
	• Maintaining and growing own-source revenue generation.
Governance and management framework	• Maintaining a robust governance system and culture and appropriate management systems and practices.
Audience engagement and experience	• Attracting, engaging and growing audience and visitation (onsite and online).

Fraud control

MoAD has appropriate fraud prevention, detection, investigation, reporting and data collection procedures and processes that meet our specific needs, in compliance with the Commonwealth Fraud Control Framework.

Fraud is reported on as a standing item to the Audit, Finance and Risk Committee. No cases of suspected fraud were reported and no investigations were undertaken during the year.

Public interest disclosure

MoAD's Public Interest Disclosure Policy is underpinned by a strong reporting culture in the organisation. The policy facilitates and encourages reports of suspected wrongdoing, provides support and protection to disclosers and ensures that suspected wrongdoing is investigated, consistent with the requirements of the *Public Interest Disclosure Act 2013*.

Insurance and indemnity for officers

No indemnities were applied to the accountable authority or any officer of the entity, against a liability. MoAD has appropriate directors' and officers' liability insurance cover through the Commonwealth's general insurer, Comcover.

External scrutiny

In 2023–24, MoAD was not the subject of any judicial decisions, decisions of administrative tribunals or reports by the Office of the Australian Information Commissioner, the Commonwealth Ombudsman or a parliamentary committee, or any other reports by the Australian National Audit Office other than the audit of the 2023–24 financial statements.

Related entity transactions

During 2023–24, the Board made no decision on related entity transactions reportable under section 17BE of the Public Governance, Performance and Accountability Rule 2014.

Advertising and research

In 2023–24, MoAD paid a total of $95,192 to media advertising organisations and made no payments to market research organisations. No individual payments exceeded the reporting threshold under the *Commonwealth Electoral Act 1918*.

ICT maturity

MoAD acknowledges that the need for improved cyber security practices has taken precedence over the last years. In response to this, the agency has significantly upscaled its investments in configurations and skillsets to reduce associated risks where feasible. This includes closer alignment to Government provided maturity models, additions of security systems and creating broader staff capability as the first line of defence. MoAD's cyber resilience strategy ensures that maturities are periodically reviewed and validated to ensure best practice is adhered to.

Customer relationship management

MoAD is transitioning to a new ticketing and customer relationship management (CRM) platform, Veevart, with the changeover from the previous system scheduled for August 2024. The transition to Veevart will include changes to ticketing, retail and fundraising systems and support integration with online sales functions and existing business operations. The CRM implementation plan will upgrade ageing hardware and update online platforms to improve visitor experience both in person and online.

Ministerial directions and government policy orders

In 2023–24, the Minister for the Arts the Hon Tony Burke MP provided MoAD with a Statement of Expectations and MoAD responded with a Statement of Intent, both of which are available on the MoAD website. MoAD was not subject to government policy orders and had no significant issues relating to non-compliance with the finance law to report under section 19 of the PGPA Act.

Audit, Finance and Risk Committee

As of 30 June 2024, the Board oversees one committee, the Audit, Finance and Risk Committee.

The Audit, Finance and Risk Committee is directly accountable to the Board. It oversees audit activity and internal controls, including risk management. This includes:

- receiving and considering update briefings from the Australian National Audit Office
- considering and endorsing proposed control framework measures
- reviewing and endorsing the annual financial and performance statements
- reviewing financial reports from the Chief Financial Officer.

The Committee met 4 times during the year to consider the progress and outcomes of external and internal audit reviews. The Committee discharged its duties in accordance with its role and obligations under our Audit Finance and Risk Committee Charter. The charter is available for download from our website, https://www.moadoph.gov.au/about/reports-policies-and-plans/reporting.

Table 8 sets out each Committee member's remuneration and attendance during the year.

Committee members must have appropriate qualifications, knowledge, skills or experience to assist the Committee to perform its functions. At least one member should have accounting or related financial management experience and/or qualifications, and a comprehensive understanding of accounting and auditing standards. At least one member should be a current public servant. At least one member should also be a member of the OPH Board. The Chair of the OPH Board cannot be on the Committee.

Table 8: Audit, Finance and Risk Committee members at 30 June 2024

Name	Position	Committee membership remuneration	Meetings attended/ eligible to attend
Ben Wright	Outgoing Chair	$0	1/1
Robyn McClelland	Chair	$9,855	4/4
Gai Brodtmann	Member	$0	3/4
Stephanie Cargill	Member	$0	3/3

Mr Ben Wright
(Outgoing Chair)

Mr Wright joined the MoAD Audit, Finance and Risk Committee in 2015 and is the First Assistant Secretary, Defence Integrity Division, in the Department of Defence. In this role he also performs the function of the Chief Audit Executive for Defence.

Mr Wright began his career in 1994 as an Officer in the Royal Australian Navy serving on a number of HMAS warships and submarines. Upon leaving the Navy, he spent some time as an auditor at KPMG prior to re-joining Defence as a public servant in 2005 where he has performed several key roles in Finance and Logistics fields.

In 2014, Mr Wright left Defence to take up the role of Chief Finance/ Procurement Officer at the Department of Parliamentary Services. Between 2015 and 2022, he undertook several senior leadership roles in the Department of Home Affairs,

including Chief Procurement Officer, Chief Audit Executive, Chief Security Officer and Head of Integrity. During his time with the Department of Home Affairs, Mr Wright also successfully led a number of critical taskforces relating to the Department's internal response to COVID-19, the establishment of the Office of the Special Investigator, Machinery of Government changes and the establishment of the National Emergency Management Agency.

Mr Wright holds a Master of Philosophy in Management Studies from the University of New South Wales and has been a member of the Australian and New Zealand Institute of Chartered Accountants since 2005. He is also a member of the Australian Strategic Policy Institute Audit and Risk Committee.

Mr Wright's term ceased on 31 August 2023.

Ms Robyn McClelland
(Chair)

Ms McClelland is a former Parliamentary Executive Service officer in the Department of the House of Representatives, with extensive experience in senior corporate roles and as a performance and financial auditor with the Australian National Audit Office. Ms McClelland has served on several Audit Committees in government, both the Commonwealth and the ACT.

She has served as Chair, Secretary, Treasurer and Member in a range of organisations over the past 40 years. These include professional bodies, as well as not-for-profit community and sporting associations. Ms McClelland is a graduate member of the Australian Institute of Company Directors. Her academic qualifications are M Admin Studies, B Sc (Hons), Grad Dip Education and Grad Dip Public Health.

Ms McClelland was appointed to the Audit, Finance and Risk Committee in 2017 and commenced her role as Chair on 1 September 2023. As she is not a member of the public service or a member of the OPH Board, she is paid a remuneration for her duties as Chair of the Committee. Her fee is guided by the Remuneration Tribunal.

Ms Gai Brodtmann

Ms Brodtmann is a current and former non-executive director, advisory board member and audit and risk committee member on a range of public, private and not-for-profit boards.

Ms Brodtmann is currently in her second term on the OPH Board, and was a member of the Joint Committee on Public Accounts and Audit for her entire parliamentary career as the Member for Canberra, including as deputy chair in her first term.

Ms Stephanie Cargill

Ms Cargill brings over 20 years of public sector experience, predominantly within the Department of Defence, in a variety of roles focusing on finance, commercial management and procurement. Ms Cargill was previously Director-General Financial Reporting and Policy, where she had responsibility for the financial framework of the Defence Materiel Organisation.

Ms Cargill's first role with the Department of Home Affairs was Assistant Secretary Management Accounting, in May 2015. She commenced in the Chief Financial Officer (CFO) role at the Department in October 2017. The Home Affairs Portfolio is one of the largest in the Commonwealth, and Ms Cargill undertook a lead role in the successful development of an integrated portfolio budget submission while negotiating the Department's Machinery of Government (MoG) and supporting the internal development of major change initiatives within the Department. Since that time, the Department has undergone multiple MoGs, pivoted with many other departments during the COVID-19 pandemic, and is now addressing key financial sustainability issues, requiring the CFO to take a key leadership role.

Prior to her public sector experience, Ms Cargill spent 10 years in the Banking Industry with the Bank of South Australia. She is a Fellow of CPA Australia and holds a Bachelor of Commerce (Accounting major) from the University of Adelaide.

Our workforce

At 30 June 2024, MoAD employed 138 people under the *Public Service Act 1999,* working both nationally and internationally.

Our workforce includes:

- ongoing employees
- non-ongoing specific term employees
- non-ongoing irregular/intermittent employees
- the Director, who is a statutory office holder
- the Deputy Director, who is a Senior Executive Service officer.

Staffing statistics are provided in Table 10 and Table 11.

In 2023–24, the culture and capability of MoAD was supported by:

- regular communication updating staff on changes within our organisation
- individual and cohort-targeted communication about training opportunities, facilitated by LearnHub, LinkedIn Learning, the APS Academy and others
- reviews and updates of human resources policies
- the new enterprise agreement implementing a salary increase and improved common conditions
- training opportunities in cultural awareness and leadership.

MoAD currently has 57 volunteers who have completed 4,660 volunteer hours. During the year, 1,460 tours were provided by volunteers.

During 2023–24, the LearnHub learning management system continued to be used as part of our induction process. All new staff participated in modules about the APS Values and the APS Employment Principles, respectful workplaces, digital records, and work health and safety (WHS). All staff completed mandatory refresher training on heritage, security, fraud and WHS.

Indigenous cultural training was also facilitated onsite for all staff members to have an opportunity to participate.

MoAD staff installing artwork by Nordacious in King's Hall before Enlighten; Photo: Museum of Australian Democracy

Remuneration

Table 9 provides details of executive remuneration.

Table 9: Executive remuneration

| Name | Position/title | Short-term benefits | | | Post-employment benefits | Other long-term benefits | | | |
		Base salary	Bonuses	Other benefits and allowances	Superannuation contributions	Long service leave	Other long-term benefits	Termination benefits	Total remuneration
Barrie Cassidy	Chair	$47,199			$5,832				$53,031
Bernard Wright AO	Deputy Chair	$23,610			$2,597				$26,207
Gai Brodtmann	Board member	$23,610			$2,597				$26,207
Cheryl Cartwright	Board member	$14,610			$1,607				$16,217
Gregory Craven AO	Board member	$23,610			$2,597				$26,207
Gerard Wheeler	Board member	$23,610			$5,876				$29,486
Lenda Oshalem	Board member	$23,610			$2,597				$26,207
Niki Savva	Board member	$5,454			$600				$6,054
Stephanie Bull	Director	$340,248			$52,482				$392,730
Andrew Harper	Deputy Director	$267,318			$46,577	$39,872			$353,767

Table 10: Ongoing employees at 30 June 2024

	Man/male			Woman/female			Non-binary			Prefers not to answer			Uses a different term			Total
	Full-time	Part-time	Total	Full-time	Part-time	Total	Full-time	Part-time	Total	Full-time	Part-time	Total	Full-time	Part-time	Total	Total
ACT	19	4	23	51	12	63	-	-	-	-	-	-	-	-	-	86
Overseas	-	-	-	1	-	1	-	-	-	-	-	-	-	-	-	1
Total	**19**	**4**	**23**	**52**	**12**	**64**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**87**

Table 11: Non-ongoing employees at 30 June 2024

	Man/male			Woman/female			Non-binary			Prefers not to answer			Uses a different term			Total
	Full-time	Part-time	Total	Full-time	Part-time	Total	Full-time	Part-time	Total	Full-time	Part-time	Total	Full-time	Part-time	Total	Total
ACT	6	13	19	6	26	32	-	-	-	-	-	-	-	-	-	51
Total	**6**	**13**	**19**	**6**	**26**	**32**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**51**

Work health and safety

MoAD's WHS arrangements are in line with the requirements of the *Work Health and Safety Act 2011* (WHS Act).

Our initiatives include:

- mandatory WHS training for all employees, volunteers and contractors to ensure they are aware of their responsibilities under the WHS Act
- WHS as a standing agenda item for all capital projects meetings
- regular toolbox meetings undertaken by construction contractors
- a dedicated intranet page that provides information on WHS legislation and responsibilities, as well as notification and reporting tools for all employees
- an annual WHS audit, conducted by a qualified independent contractor with results reported to the WHS Committee
- participation in the Comcare Regional Engagement Plan where Comcare undertakes inspections to monitor compliance with the WHS Act and the Work Health and Safety Regulations 2011
- procurement and contracting procedures that outline legislative requirements and the responsibilities of contractors in relation to WHS
- alignment of policies and procedures with WHS legislative requirements
- a health and wellbeing program offered to all staff to promote a culture of maintaining a healthy work and life balance.

Tradesman working on
the House of Representatives
Chamber upgrade;
Photo: Ben Appleton

Ecologically sustainable development

MoAD plans and conducts its operations in accordance with the principles of ecologically sustainable development set out in the *Environment Protection and Biodiversity Conservation Act 1999* (EPBC Act).

MoAD contributes to ecologically sustainable development by conserving and maintaining unique heritage assets for future generations and by promoting awareness of the economic, environmental, social and equity considerations that have shaped decision-making and development in Australia.

The heritage values of the buildings are managed under the Heritage Management Plan, which includes our obligations under the EPBC Act.

MoAD's heritage management framework, including the Heritage Management Plan and the Heritage Actions Committee, ensures that the principles of ecologically sustainable development are considered when decisions are made that may affect the heritage values and environment of the building and its surroundings.

Table 12 lists measures carried out in 2023–24 to minimise the impact of the agency's activities on the environment.

Table 12: Environmental measures

Category	Measures
Energy efficiency	All building operations were effectively managed to achieve optimal energy performance. To maximise energy efficiency, the following principles were applied:
	• where practical, purchase equipment that has an Energy Star standard of 4 stars or better
	• use energy management options that enable office lighting to turn off after 15 minutes of no movement.
	Other energy-saving measures included:
	• management systems to ensure all non-essential lighting, heating, ventilation and air-conditioning only operate when required
	• installation of LED lighting controlled by motion sensors
	• ongoing upgrades of the heating, ventilation and air-conditioning plant to more efficient equipment
	• ongoing tuning of the building management system and remote monitoring to improve energy efficiency performance.
Water conservation	Water-saving measures included:
	• conducting regular maintenance inspections and repairs on all heritage taps and cisterns
	• replacing leaking pipes and valves.
Paper use	Paper use was minimised by increased use of electronic records management systems and Microsoft Teams working environments, clearing all print queues daily and having double-sided printing as the default setting.
Waste	Recycling facilities such as co-mingled and cardboard/paper recycling were used to minimise the amount of waste going to landfill.

Table 13: MoAD's CO$_2$ emissions with location-based method used for calculating electricity emissions, 2023–24

Emission source	Scope 1 tCO$_2$-e	Scope 2 tCO$_2$-e	Scope 3 tCO$_2$-e	Total tCO$_2$-e
Electricity (location-based method)	N/A	1,866.294	148.906	2,015.200
Natural gas	635.730	N/A	161.616	797.346
Solid waste*	N/A	N/A	314.424	314.424
Refrigerants*+	0.000	N/A	N/A	0.000
Fleet vehicles	0.000	N/A	0.000	0.000
Domestic commercial flights	N/A	N/A	8.848	8.848
Domestic car hire*	N/A	N/A	0.000	0. 000
Domestic travel accommodation*	N/A	N/A	5.708	5.708
Other energy	0.000	N/A	0.000	0.000
Total tCO$_2$-e	**635.730**	**1,866.294**	**639.502**	**3,141.526**

* Indicates emission sources collected for the first time in 2023–24. The quality of data is expected to improve over time as emissions reporting matures.

+ Indicates optional emission source for 2023–24 emissions reporting.

CO$_2$ emissions

APS Net Zero 2030 is the Government's policy for the Australian Public Service (APS) to reduce its greenhouse gas emissions to net zero by 2030, and transparently report on its emissions. As part of the Net Zero in Government Operations Strategy, non-corporate Commonwealth entities, corporate Commonwealth entities and Commonwealth companies are required to report on their operational greenhouse gas emissions.

MoAD's Greenhouse Gas Emissions Inventory provides an overview of MoAD's greenhouse gas emissions. Results are presented based on carbon dioxide equivalent (CO$_2$-e) emissions. Greenhouse gas emissions have been calculated in line with the APS Net Zero Emissions Reporting Framework, consistent with the Whole-of-Australian Government approach as part of the APS Net Zero 2030 policy. Not all data sources were available at the time of the report and amendments to data may be required in future reports.

The tables below provide a breakdown of MoAD's CO$_2$ emissions from different emission sources and scopes. Emissions are categorised into the following 3 scopes:

- Scope 1—direct emissions from entity facilities and company owned vehicles
- Scope 2—indirect emissions from purchased electricity, steam, heating and cooling for own use
- Scope 3—all other indirect emissions, including from leased assets upstream and downstream, each reflecting a different category of emissions.

Emissions for electricity, gas and solid waste from tenants' operations—including the Australian Public Service Commission, the Australian Electoral Commission and the National Australia Day Council—are included in the emissions reporting below.

There are 2 internationally recognised methods for calculating electricity emissions:

- location-based method, reflecting an entity's electricity emissions based on its geographic location
- market-based method, reflecting an entity's electricity emissions based on its electricity purchasing decisions.

Table 13 presents MoAD's CO2 emissions, with electricity emissions calculated using the location based method.

Table 14: MoAD's electricity-related CO$_2$ emissions, 2023–24

Emission source	Scope 2 tCO$_2$-e	Scope 3 tCO$_2$-e	Total tCO$_2$-e	Percentage of electricity use
Location-based electricity emissions	1,866.294	148.906	2,015.200	100.00%
Market-based electricity emissions	159.702	19.716	179.418	7.15%
Total renewable electricity				92.85%
Mandatory renewables[1]	-	-	-	18.72%
Voluntary renewables[2]	-	-	-	74.13%

1. Mandatory renewables are the portion of electricity consumed from the grid that is generated by renewable sources. This includes the renewable power percentage.
2. Voluntary renewables reflect the eligible carbon credit units surrendered by the entity. This may include purchased LGCs, power purchasing agreements, GreenPower and the jurisdictional renewable power percentage (ACT only).

MoAD's electricity-related CO2 emissions for 2023–24, calculated using both the location-based and the market based methods, are presented in Table 14.

Emissions resulting from the use of electricity, gas and waste from/by the following tenants' operations are included in the emissions reporting of OPH:

- Australian Public Service Commission
- Australian Electoral Commission
- Parliamentary Works Support Services
- National Australia Day Council
- Restaurant Associates
- The Order of Australia Association
- Australian Museums and Galleries Association
- University of New South Wales
- Reconciliation Australia
- The United Nations.

Capital work upgrades

As indicated in Figure 2, MoAD is currently undertaking 3 programs, each consisting of multiple projects or 'works packages.'

The first program was substantially completed in June 2024 and includes upgrades to hydraulic systems, the House of Representatives (HoR) Press Gallery, the roofs of both chambers, asbestos remediation and replacement of the main switchboard. The remaining tasks include closure of heritage reporting requirements and the selection of wall and floor finishes in conjunction with the current activity to design the HoR Press Gallery's new exhibition.

The second program is comprised of roof remediation works and activities. These have increased in complexity and duration due to the discovery of asbestos and electrical hazards in late 2023. The program will be delivered in 5 phases and is scheduled for completion in late 2026.

The third program is comprised of 11 works packages to upgrade the building services and public spaces. An open tender process commenced in late 2023 and a contract was put in place with the successful tenderer in May 2024. After completion of planning and design activities, it is expected that works will commence in late 2024. Works will be staged to minimise disruption and to allow progressive handovers of completed works between late 2026 and mid-2027.

Each program is contracted to a managing construction company that is responsible for collaborating with MoAD's capital works project team to design, approve, deliver and commission the works. MoAD's heritage and capital works resourcing has been augmented by short-term specialists, with heritage best practice being an integral part of the program.

Figure 2: MoAD 2021–2027 Capital Works Program

2021–2024 Capital Works Program managing contractor (MC) – Manteena	
COMPLETED* – seven projects to improve the following:	HoR Chamber
	Senate Chamber*
	HoR Press Gallery 4*
	Senate Undercroft
	Service Tunnels
	Hydraulic System
	Main switchboards and fire panels

2022–2026 Stage 3 Roof Remediation project manager/MC – TSA/Manteena	
A single project being delivered in 5 stages:	First phase: May 2024 – Feb 2025
	Second phase: Oct 2024 – July 2025
	Third phase: May 2025 – Dec 2025
	Fourth phase: Oct 2025 – May 2026
	Fifth phase: Mar 2026 – Nov 2026

2023–2027 Capital Works program MC – PSGH	
Eleven projects to improve the following:	Northwest precinct
	Gallery 5
	Shop & Lower Entry
	Student workshop
	Senate main floor
	Heritage kitchen
	Gallery 3 minor upgrade
	Workshop, D'Store & Bunker+
	Southwest wing+
	PlayUP & DressUP+

*   Accessible ramp and floor coverings are ongoing

+   business cases to be approved

Following page:
Press Gallery Booth;
Photo: Rohan Thomson

Chapter 06
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Financial Statements

Summary of financial management and performance

An unmodified audit report on the 2023–24 financial statements was received from the Australian National Audit Office, with one minor legislative compliance finding. The notes to the audited financial statements explain the key numbers. In particular, the commentary on variances to budget for each of the statements highlights the specific events that occurred during the year that affected the results.

Total income for the year was $30.971 million (budgeted $24.947 million) and total expenditure including depreciation was $32.553 million (budgeted $28.883 million) resulting in an operating deficit of $1.581 million. This result excludes the adjustments made to the asset revaluation reserve on the comprehensive income statement due to the professional revaluation of all non-financial assets during the year. The operating deficit is also impacted by timing differences between the continuing costs of remediation of the hail damage in January 2020 and the reimbursement of the costs from insurance, and the non-cash heritage depreciation.

Revenue from government was $21.702 million. Income from own sources amounted to $9.013 million and included reimbursements from insurance claims. MoAD also received equity injections of $0.293 million for the preservation and conservation of its heritage furniture collection and acquisition of new collection items and $6.279 million for critical capital works.

At 30 June 2024 cash on hand totalled $18.253 million (at 30 June 2023 it was $8.485 million) and included $6.131 million for capital works not yet completed, $2.022 million in accrued expenses and $2.485 million held in reserve for employee entitlements. The remainder is for other committed operational and capital expenditure.

Independent Auditor's Report

INDEPENDENT AUDITOR'S REPORT

To the Minister for the Arts

Opinion

In my opinion, the financial statements of Old Parliament House (the Entity) for the year ended 30 June 2024:

(a) comply with Australian Accounting Standards – Simplified Disclosures and the *Public Governance, Performance and Accountability (Financial Reporting) Rule 2015*; and

(b) present fairly the financial position of the Entity as at 30 June 2024 and its financial performance and cash flows for the year then ended.

The financial statements of the Entity, which I have audited, comprise the following as at 30 June 2024 and for the year then ended:

- Statement by the Board, the Director and Chief Financial Officer;
- Statement of Comprehensive Income;
- Statement of Financial Position;
- Statement of Changes in Equity;
- Cash Flow Statement; and
- Notes to the financial statements, comprising material accounting policy information and other explanatory information.

Basis for opinion

I conducted my audit in accordance with the Australian National Audit Office Auditing Standards, which incorporate the Australian Auditing Standards. My responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Statements* section of my report. I am independent of the Entity in accordance with the relevant ethical requirements for financial statement audits conducted by the Auditor-General and their delegates. These include the relevant independence requirements of the Accounting Professional and Ethical Standards Board's APES 110 *Code of Ethics for Professional Accountants (including Independence Standards)* (the Code) to the extent that they are not in conflict with the *Auditor-General Act 1997*. I have also fulfilled my other responsibilities in accordance with the Code. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

Accountable Authority's responsibility for the financial statements

As the Accountable Authority of the Entity, the Board is responsible under the *Public Governance, Performance and Accountability Act 2013* (the Act) for the preparation and fair presentation of annual financial statements that comply with Australian Accounting Standards – Simplified Disclosures and the rules made under the Act. The Board is also responsible for such internal control as the Board determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Board is responsible for assessing the ability of the Entity to continue as a going concern, taking into account whether the Entity's operations will cease as a result of an administrative restructure or for any other reason. The Board is also responsible for disclosing, as applicable, matters related to going concern and using the going concern basis of accounting, unless the assessment indicates that it is not appropriate.

GPO Box 707, Canberra ACT 2601
38 Sydney Avenue, Forrest ACT 2603
Phone (02) 6203 7300

Auditor's responsibilities for the audit of the financial statements

My objective is to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian National Audit Office Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial statements.

As part of an audit in accordance with the Australian National Audit Office Auditing Standards, I exercise professional judgement and maintain professional scepticism throughout the audit. I also:

- identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control;
- obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Entity's internal control;
- evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Accountable Authority;
- conclude on the appropriateness of the Accountable Authority's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Entity's ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify my opinion. My conclusions are based on the audit evidence obtained up to the date of my auditor's report. However, future events or conditions may cause the Entity to cease to continue as a going concern; and
- evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

I communicate with the Accountable Authority regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.

Australian National Audit Office

Fiona Sheppard
Senior Executive Director

Delegate of the Auditor-General

Canberra
10 October 2024

Statement by the Board, the Director and the Chief Financial Officer

In our opinion, the attached financial statements for the year ended 30 June 2024 comply with subsection 42(2) of the *Public Governance, Performance and Accountability Act 2013* (PGPA Act), and are based on properly maintained financial records as per subsection 41(2) of the PGPA Act.

In our opinion, at the date of this statement, there are reasonable grounds to believe that the Old Parliament House will be able to pay its debts as and when they fall due.

This statement is made in accordance with a resolution of the Board.

Mr B Cassidy
Chairperson
8 October 2024

Ms S Bull
Director
8 October 2024

Ms R Cox
Chief Financial Officer
8 October 2024

Contents

Statement of Comprehensive Income

for the period ended 30 June 2024

	Notes	2024 $	2023 $	Original Budget $
NET COST OF SERVICES				
Expenses				
Employee benefits	1.1A	10,794,623	8,753,579	9,687,000
Suppliers	1.1B	13,488,359	12,535,871	8,017,000
Depreciation and amortisation	3.2A	8,141,202	7,593,868	7,600,000
Interest cost on RoU asset	1.1C	107,043	-	-
Write-down and impairment of other assets	1.1D	21,602	-	-
Total expenses		**32,552,829**	28,883,819	25,304,000
Own-source income				
Own-source revenue				
Revenue from contracts with customers	2.1A	**705,789**	707,845	715,000
Interest income	2.1B	**1,087,729**	383,044	357,000
Rental income	2.1C	**2,144,418**	1,955,070	2,276,000
Sponsorship and grants	2.1D	**295,000**	313,002	91,000
Other revenue	2.1E	**4,780,711**	6,328,082	-
Total own-source revenue		**9,013,647**	9,687,043	3,439,000
Gains				
Other gains	2.2F	**255,745**	-	-
Total gains		**255,745**	**-**	**-**
Total own-source income		**9,269,392**	9,687,043	3,439,000
Net (cost of)/contribution by services		**(23,283,437)**	**(19,196,776)**	**(21,865,000)**
Revenue from Government	2.2G	**21,702,000**	15,261,000	21,702,000
Deficit from continuing operations		**(1,581,437)**	**(3,935,776)**	**(163,000)**
OTHER COMPREHENSIVE INCOME				
Items not subject to subsequent reclassification to net cost of services				
Changes in asset revaluation reserve	3.2A	**12,079,376**	-	-
Total comprehensive income		**10,497,939**	**-**	**-**

The above statement should be read in conjunction with the accompanying notes.

Statement of Comprehensive Income Budget Variances Commentary

Old Parliament House (OPH) has a single Outcome that is reported in the Overview note. OPH operates in a changing environment with the development of new exhibitions and visitor experiences alongside managing the heritage value of the building and museum content. As a result, activities and events that occur during the year may not have been anticipated when preparing the budget.

The original budget as presented in the 2023–24 Federal Budget Portfolio Budget Statements (PBS) is provided for comparison with the final financial outcome in accordance with the Australian Accounting Standards. The budget does not reflect changes to appropriations announced by the Commonwealth Government in the Mid-Year Economic and Fiscal Outlook (MYEFO) or the 2024–25 Federal Budget.

Explanation of major variances are provided below. Variances are considered major where the variance between budget and actual is greater than 10% or $300,000.

Employee benefits	OPH had higher levels of non-ongoing staffing related to the increase in capital works, including the continued remediation of the damage to the building due to hail, increased programs and services to align with the National Cultural Policy "Revive" including increasing philanthropy, sponsorship and outreach, and the increased physical and cyber security needs at OPH after events of recent years. APS-wide bargaining and the new OPH Enterprise Agreement were finalised during the year that brought higher than anticipated increases to salaries.
Supplier expenses	The variance to budget is due to the cost of remediation works from the fire damage and the hail storm that artifically inflated supplier expenditure and are subject to insurance reimbursement. OPH does not budget for insurance remediation activities due to its uncertain nature. During the year cloud IT solutions were purchased, instead of preliminary plans to purchase capital IT items; these costs were therefore recognised on the income statement.
Depreciation and amortisation	A higher level of capital upgrades were capitalised during the year than anticipated when preparing the budget. OPH commissioned an independent valuation of the non-financial assets which resulted in a higher increase in total asset value and therefore total depreciation and amortisation.
Interest cost on Right of Use (RoU) asset	OPH has a RoU asset for the storage of its collection items. OPH renegotiated extra space for this facility, and the final financial details were not known at the time of budget preparation.
Write-down and impairment of other assets	OPH does not budget for this item due to its uncertain nature.
Interest Income	The variance to budget for interest income resulted from variances in the timing of expenditure, particularly for significant projects, and higher than anticipated interest rates.
Sponsorship and grants	Higher than anticipated grant funding for the Behind the Lines travelling exhibition was received during the year. In addition OPH's increased focus on philanthropy and fundraising saw other additional grant funds received during the year.
Other revenue	Other revenue is largely reimbursement of insurance claims for the fire and hail damage. OPH does not budget for insurance claims.
Changes in asset revaluation reserve	This amount is the increase in the value of the assets as a result of the independent valuation. OPH does not budget for increases in valuations that impact the asset revaluation reserve as it is difficult to predict with accuracy.

Statement of Financial Position

as at 30 June 2024

	Notes	2024 $	2023 $	Original Budget $
ASSETS				
Financial assets				
Cash and cash equivalents	3.1A	18,252,997	8,484,819	12,871,000
Trade and other receivables	3.1B	526,495	2,862,221	280,000
Total financial assets		**18,779,492**	11,347,040	13,151,000
Non-financial assets				
Right of use building	3.2A	2,469,891	811,427	832,000
Heritage and cultural building	3.2A	103,604,301	94,880,512	96,754,791
Heritage and cultural collections	3.2A	11,739,322	9,776,942	10,963,209
Plant and equipment	3.2A	5,043,988	4,585,504	4,749,000
Computer software	3.2A	118	97,229	226,000
Inventories	3.2B	106,535	98,995	102,000
Other non-financial assets	3.2C	62,489	115,989	116,000
Total non-financial assets		**123,026,644**	110,366,599	113,743,000
Total assets		**141,806,136**	121,713,639	126,894,000
LIABILITIES				
Payables				
Suppliers	3.3A	1,614,475	835,295	1,519,000
Other payables	3.3B	407,630	335,256	260,000
Total payables		**2,022,105**	1,170,551	1,779,000
Interest bearing liabilities				
Leases – right of use building	3.4B	2,557,769	903,880	755,000
Total interest bearing liabilities		**2,557,769**	903,880	755,000
Provisions				
Employee provisions	4.1A	2,485,194	1,968,078	2,066,000
Total provisions		**2,485,194**	1,968,078	2,066,000
Total liabilities		**7,065,068**	4,042,509	4,600,000
Net assets		**134,741,068**	117,671,130	122,294,000
EQUITY				
Contributed equity		88,552,550	81,980,550	124,172,000
Reserves		62,420,744	50,341,368	50,310,000
Retained surplus/(Accumulated deficit)		(16,232,226)	(14,650,788)	(52,188,000)
Total equity		**134,741,068**	117,671,130	122,294,000

The above statement should be read in conjunction with the accompanying notes.

Statement of Financial Position Budget Variances Commentary

Explanation of major variances are provided below. Variances are considered major where the variance between budget and actual is greater than 10% or $300,000.

Cash and cash equivalents	2023–24 was the first year of an increase in funding. The higher than budgeted balance reflects the timing of project implementation. The cash balance at 30 June includes committed but unspent capital funds.
Trade and other receivables	Variances to budget arose from higher receivable balances than planned due to a change during the year from monthly to quarterly invoicing of rental income for a tenant.
Right of use building	OPH has a RoU asset for the storage of its collection items. OPH renegotiated extra space for this facility, the final financial details were not known at the time of budget preparation.
Heritage and cultural building	An independent valuation was conducted during 2023–24 that resulted in an increase in value not anticipated at the time of preparing the budget.
Heritage and cultural collections	A professional valuation was conducted during 2023–24 that resulted in an increase in value not anticipated at the time of preparing the budget.
Other intangibles	When preparing the budget OPH anticipated planned expenditure on software projects to be capital. However, procurement processes resulted in cloud solutions instead which were recognised in the income statement as an expense.
Other non-financial assets	This account is for prepayments. Less prepayments eventuated during the year than anticipated when preparing the budget.
Other payables	Other payables increased in line with the additional salaries expenditure during the year.
Interest bearing liabilities - Leases - right of use building	OPH has a RoU asset for the storage of its collection items. OPH renegotiated extra space for this facility the final financial details were not known at the time of budget preparation.
Employee provisions	Provisions increased in line with the additional salaries expenditure during the year.
Contributed equity and retained surplus/accumulated deficit	The variance to budget for both of these accounts is a structural issue within the CBMS Budget system that originated when OPH converted to a Commonwealth Corporate Entity (CCE) from a Non Commonwealth Corporate Entity (NCCE), and combined departmental and administered contributed equity accounts into one.
Reserves	The variance to budget for reserves is due to the increase in valuation of the non-financial assets that was not anticipated when preparing the budget.

Statement of Changes in Equity

for the period ended 30 June 2024

	Notes	2024 $	2023 $	Original Budget $
CONTRIBUTED EQUITY				
Opening balance as at 1 July				
Balance carried forward from previous period		**81,980,550**	77,566,550	118,100,000
Adjusted opening balance		**81,980,550**	77,566,550	118,100,000
Transactions with owners				
Contributions by owners				
Equity injection		**6,279,000**	4,200,000	5,779,000
Equity injection – Collection development and acquisitions budget – CDAB		**293,000**	214,000	293,000
Total transactions with owners		**6,572,000**	4,414,000	6,072,000
Closing balance as at 30 June		**88,552,550**	81,980,550	124,172,000
RETAINED EARNINGS				
Opening balance				
Balance carried forward from previous period		**(14,650,788)**	(10,715,012)	(52,025,000)
Adjusted opening balance		**(14,650,788)**	(10,715,012)	(52,025,000)
Comprehensive income				
Deficit for the period		**(1,581,437)**	(3,935,776)	(163,000)
Total comprehensive income		**(1,581,437)**	(3,935,776)	(163,000)
Closing balance as at 30 June		**(16,232,226)**	(14,650,788)	(52,188,000)
ASSET REVALUATION RESERVE				
Opening balance				
Balance carried forward from previous period		**50,341,368**	50,306,832	50,310,000
Adjustment for errors		**-**	34,536	-
Adjusted opening balance		**50,341,368**	50,341,368	50,310,000
Comprehensive income				
Other comprehensive income		**12,079,376**	-	-
Total comprehensive income		**12,079,376**	-	-
Closing balance as at 30 June		**62,420,744**	50,341,368	50,310,000
TOTAL EQUITY				
Opening balance				
Balance carried forward from previous period		**117,671,130**	117,158,370	116,385,000
Adjustment for errors		**-**	34,536	-
Adjusted opening balance		**117,671,130**	117,192,906	116,385,000
Comprehensive income				
Surplus/(Deficit) for the period		**(1,581,437)**	(3,935,776)	(163,000)
Other comprehensive income		**12,079,376**	-	-
Total comprehensive income		**10,497,939**	(3,935,776)	(163,000)
Transactions with owners				
Contributions by owners				
Equity injection		**6,279,000**	4,200,000	5,779,000
Equity injection – CDAB		**293,000**	214,000	293,000
Total transactions with owners		**6,572,000**	4,414,000	6,072,000
Closing balance as at 30 June		**134,741,068**	117,671,130	122,294,000

The above statement should be read in conjunction with the accompanying notes.

Accounting policy

Equity Injections

Amounts appropriated which are designated as 'equity injections' for a year (less any formal reductions) are recognised directly in contributed equity in that year.

Statement of Changes in Equity Budget Variances Commentary

Explanation of major variances are provided below. Variances are considered major where the variance between budget and actual is greater than 10% or $300,000.

Contributed equity opening balance	Opening balances are determined by the final outcome of previous reporting period. This was unknown when preparing the budget.
Equity injection	During the year $500,000 in equity injections were brought forward from a future year for a project that was completed earlier than originally planned. This was unknown at the time of preparing the budget.
Retained earnings opening balance	Opening balances are determined by the final outcome of previous reporting period. This was unknown when preparing the budget.
Retained earnings comprehensive income deficit	Refer to variance commentary on the Comprehensive Income Statement for expenditure and income variances that contribute to the comprehensive income deficit.
Asset revaluation reserve – other comprehensive income	OPH does not budget for increases in valuations that impact the asset revaluation reserve as it is difficult to predict with accuracy.

Cash Flow Statement

as at 30 June 2024

	Notes	2024 $	2023 $	Original Budget $
OPERATING ACTIVITIES				
Cash received				
Appropriations		21,702,000	15,261,000	21,702,000
Sale of goods and rendering of services		1,000,789	572,649	715,000
Interest		1,107,173	352,663	357,000
Rental Income		2,524,989	2,167,817	2,276,000
GST received[1]		1,521,073	1,412,426	-
Other[1]		7,337,941	4,311,304	91,000
Total cash received		**35,193,965**	24,077,859	25,141,000
Cash used				
Employees		10,280,997	8,794,140	9,687,000
Suppliers[1]		13,480,544	14,402,536	8,017,000
Interest payments on lease liabilities		107,043	-	-
Total cash used		**23,868,584**	23,196,677	17,704,000
Net cash from/(used by) operating activities		**11,325,381**	881,182	7,437,000
INVESTING ACTIVITIES				
Cash used				
Purchase of property, plant and equipment		7,942,647	5,180,241	8,730,000
Net cash from/(used by) investing activities		**(7,942,647)**	(5,180,241)	(8,730,000)
FINANCING ACTIVITIES				
Cash received				
Contributed equity		6,572,000	4,414,000	6,072,000
Total cash received		**6,572,000**	4,414,000	6,072,000
Cash used				
Principal payments of lease liabilities		186,555	209,392	228,000
Total cash used		**186,555**	209,392	228,000
Net cash from/(used by) financing activities		**6,385,445**	4,204,608	5,844,000
Net increase/(decrease) in cash held		**9,768,178**	(94,451)	4,551,000
Cash and cash equivalents at the beginning of the reporting period		8,484,819	8,579,270	8,320,000
Cash and cash equivalents at the end of the reporting period	3.1A	**18,252,997**	8,484,819	12,871,000

The above statement should be read in conjunction with the accompanying notes.

1. In 2022–23, there was an error in the amounts reported as cash received for rental income, cash used for suppliers, and cash used for purchase of property, plant and equipment, these were not reported on a gross (GST) basis. The following line items have been restated:

Line item	Originally reported 2022–23	Adjustment Amount	Restated Amount
Operating cash flows			
Cash received – Rental Income	1,847,316	320,501	2,167,817
Cash received – GST Received	-	1,412,426	1,412,426
Cash used – Suppliers	13,106,496	1,296,040	14,402,536
Cash used – GST Paid	29,260	(29,260)	-
Operating cash flows			
Cash used – Purchase of property, plant and equipment	4,713,787	466,454	5,180,241

Cash Flow Statement Budget Variances Commentary

Explanation of major variances are provided below. Variances are considered major where the variance between budget and actual is greater than 10% or $300,000.

Sale of goods and rendering of services	Higher than anticipated grant funding for the Behind the Lines travelling exhibition was received during the year. In addition OPH's increased focus on philanthropy and fundraising saw other additional grant funds received during the year.
Interest	The variance to budget for interest income is due to higher cash balances due to timing differences in expenditure on significant projects, and higher interest rates.
Other cash received	The variance is due to insurance reimbursements not included in budget estimates.
Employees	OPH had higher levels of non-ongoing staffing related to the increase in capital works, including the continued remediation of the damage to the building due to hail, increased programs and services to align with the National Cultural Policy "Revive" including increasing philanthropy, sponsorship and outreach, and the increased physical and cyber security needs at OPH after events of recent years. APS-wide bargaining and the new OPH Enterprise Agreement were finalised during the year that brought higher than anticipated increases to salaries.
Suppliers	Cash used for supplier expenditure is higher than budget due to the spending on insurance remediation. OPH does not budget for this expenditure due to its uncertainty. Cloud solution purchases, in place of planned capital expenditure, were expensed.
Cash used for interest and principle payments of lease liabilities	OPH has a RoU asset for the storage of its collection items. OPH renegotiated extra space for this facility the final financial details were not known at the time of budget preparation.
Purchase of property, plant and equipment	2023–24 was the first year of new funding. Less cash was used than anticipated due to timing differences on spending for significant projects.
Contributed equity (movement)	During the year $500,000 in equity injections were brought forward from a future year for a project that was completed earlier than originally planned. This was unknown at the time of preparing the budget.

Overview & Summary of Significant Accounting Policies

Old Parliament House (OPH) is a not-for-profit Corporate Commonwealth Entity (CCE). The objectives of OPH are to conserve Old Parliament House as a significant national heritage site and to deliver the Museum of Australian Democracy at Old Parliament House. Domiciled and incorporated in Australia, its registered office address is: Old Parliament House, 18 King George Terrace, Parkes ACT 2600.

OPH is structured to meet one Outcome: An enhanced appreciation and understanding of the political and social heritage of Australia for members of the public, through activities including the conservation and upkeep of, and the provision of access to, Old Parliament House and the development of its collection, exhibitions and educational programs.

The continued existence of Old Parliament House in its present form and with its present programs is dependent on Government policy and on continuing funding by Parliament for OPH's administration and programs.

The Basis of Preparation

The financial statements are required by:

a. section 42 of the *Public Governance, Performance and Accountability Act 2013*.

The financial statements have been prepared in accordance with:

a. *Public Governance, Performance and Accountability (Financial Reporting) Rule 2015* (FRR); and

b. Australian Accounting Standards and Interpretations – including simplified disclosures for Tier 2 Entities under AASB 1060 issued by the Australian Accounting Standards Board (AASB) that apply for the reporting period.

The financial statements have been prepared on an accrual basis and in accordance with the historical cost convention, except for certain assets and liabilities at fair value. Except where stated, no allowance is made for the effect of changing prices on the results or the financial position. The financial statements are presented in Australian dollars and values are rounded to the nearest thousand dollars, unless other specified.

New Accounting Standards

Adoption of New Australian Accounting Standard Requirements

No accounting standard has been adopted earlier than the mandatory application date as stated in the standard. All new/revised/amending standards and / or interpretations that were issued prior to the sign-off data and are applicable to the current reporting period did not have a material effect on OPH's financial statements.

Significant Accounting Judgements and Estimates

Taxation

OPH is exempt from all forms of taxation except Fringe Benefits Tax (FBT) and the Goods and Services Tax (GST).

Revenues, expenses and assets are recognised net of GST except:

- where the amount of GST incurred is not recoverable from the Australian Taxation Office; and

- for receivables and payables.

Events After the Reporting Period

Departmental

OPH had no events occurring after the statement of financial position date requiring disclosure.

Financial Performance

This section analyses the financial performance of OPH for the year ended 2024.

1.1 Expenses

	2024	2023
	$	$
1.1A: EMPLOYEE BENEFITS		
Wages and salaries	8,103,174	6,713,607
Superannuation		
Defined contribution plans	881,154	908,343
Defined benefit plans	720,944	325,000
Leave and other entitlements	1,089,351	806,630
Total employee benefits	**10,794,623**	8,753,579

Accounting Policy

Leave – The leave liabilities are calculated on the basis of employees' remuneration at the estimated salary rates to be applied at the time the leave is taken (including OPH employer superannuation contribution) to the extent that leave is likely to be taken during service, rather than paid out on termination. The liability for long service has been determined in accordance with the Department of Finance long service leave short hand model.

Separation and Redundancy – No provision is required for separation and redundancy of employees.

Superannuation – Staff of OPH are members of the Commonwealth Superannuation Scheme (CSS), the Public Sector Superannuation Scheme (PSS), the PSS accumulation plan (PSSap) or a superannuation fund of their choice. CSS and PSS are defined benefits scheme, and PSSap a defined contribution scheme. OPH makes employer contributions to the employee's superannuation scheme at rates determined to be sufficient to meet the current cost to the government, OPH accounts for contributions to other funds are at the same rate as the applicable PSSap rate. The liability for superannuation recognised as at 30 June represents outstanding contributions for the final fortnight of the year.

	2024	2023
	$	$
1.1B: SUPPLIERS		
Goods and services supplied or rendered		
Audit fees	64,091	69,000
Consultants	79,350	1,025
Professional services	2,730,429	1,363,316
Travel	96,186	49,393
Building services and maintenance	7,386,748	8,270,741
IT services	1,235,676	1,033,930
Other	1,836,141	1,710,791
Total goods and services supplied or rendered	**13,428,621**	12,498,196
Goods supplied	5,054,627	6,338,094
Services rendered	8,373,994	6,160,102
Total goods and services supplied or rendered	**13,428,621**	12,498,196
Workers compensation expenses	59,738	37,675
Total suppliers	**13,488,359**	12,535,871

Accounting Policy

Short-term leases and leases of low-value assets

OPH has elected not to recognise right-of-use assets and lease liabilities for short-term leases of assets that have a lease term of 12 months or less and leases of low-value assets (less than $10,000 per asset). OPH recognises the lease payments associated with these leases as an expense on a straight-line basis over the lease term.

	2024	2023
	$	$
1.1C: INTEREST COST ON RoU ASSET		
Interest on lease liabilities	107,043	-
Total finance costs	**107,043**	-

During the year, it was identified that the interest cost for the right of use asset ($10,296 as at 30 June 2023) was not separately disclosed in the financial statements. The impact for 2022–23 was that interest expense of $10,296 was not separately disclosed on the Statement of Comprehensive Income, and on the Statement of Financial Position. The liability account of the right of use liability was $10,296 understated. This impact is not considered material.

	2024	2023
	$	$
1.1D: WRITE-DOWN AND IMPAIRMENT OF OTHER ASSETS		
Impairment of property, plant and equipment	21,602	-
Total write-down and impairment of other assets	**21,602**	-

2.1 Own-Source Revenue and Gains

	2024	2023
	$	$
Own-Source Revenue		
2.1A: REVENUE FROM CONTRACTS WITH CUSTOMERS		
Sale of goods	239,019	254,856
Rendering of services	466,770	452,989
Total revenue from contracts with customers	**705,789**	707,845

Accounting Policy

OPH receives revenue from student admission fees, sale of shop merchandise and general tickets and tours.
All revenue in this category is recognised at the time it is received and / or falls due.

	2024	2023
	$	$
2.1B: INTEREST INCOME		
Interest	1,087,729	383,044
Total interest	**1,087,729**	383,044

Accounting Policy

OPH receives interest revenue from cash at bank and cash on deposit. Interest revenue is recognised when it is received
and / or falls due.

	2024	2023
	$	$
2.1C: RENTAL INCOME		
Rental income	2,144,418	1,955,070
Total rental income	**2,144,418**	1,955,070

Accounting Policy

OPH receives revenue from the rental of building spaces. Rental revenue is recognised when due under the terms of the rental
agreements.

	2024	2023
	$	$
2.1D: SPONSORSHIPS AND GRANTS		
Sponsorships and grants	295,000	313,002
Total sponsorship and grants	**295,000**	313,002

Accounting Policy

OPH receives grants for travelling exhibitions and for other initiatives from time to time. Revenue is recognised when due
under the terms of the grant and sponsorship agreements.

	2024	2023
	$	$
2.1E: OTHER REVENUE		
Insurance claims refunds	**4,481,832**	6,282,647
Other (including cash donations)	**298,879**	45,435
Total other revenue	**4,780,711**	6,328,082

Accounting Policy

Insurance Refunds

Other revenue also includes insurance refunds that is recognised when confirmation is received from the insurer (Comcover) that the claim has been approved.

Other revenue

OPH receives other revenue from cash donations and location filming fees. Donations are recognised as revenue when they are received, location filming revenue is recognised when due under the terms of the agreement with external parties.

	2024	2023
	$	$
2.2F: OTHER GAINS		
Resources received free of charge	**143,616**	-
Gains on disposal of RoU asset	**112,129**	-
Total other gains	**255,745**	-

Accounting Policy

Resources Received Free of Charge

Contributions of assets at no cost of acquisition or for nominal consideration are recognised as gains at their fair value when the asset qualifies for recognition.

Resources received free of charge are recognised as revenue when, and only when, a fair value can be reliably determined and the services would have been purchased if they had not been donated. Use of those resources is recognised as an expense. Resources received free of charge are recorded as either revenue or gains depending on their nature.

	2024	2023
	$	$
2.2G: REVENUE FROM GOVERNMENT		
Corporate Commonwealth Entity payments from Non-corporate Commonwealth Entities	**21,702,000**	15,261,000
Total revenue from Government	**21,702,000**	15,261,000

Accounting Policy

Revenue from Government

Funding received or receivable from non-corporate Commonwealth entities (appropriated to OPH) is recognised as Revenue from Government by OPH, unless the funding is in the nature of an equity injection or a loan. Revenue from Government is recognised when OPH receives the funding from the Department of Infrastructure, Transport, Regional Development, Communications and the Arts.

Financial Position

This section analyses OPH assets used to conduct its operations and the operating liabilities incurred as a result.

Employee related information is disclosed in the People and Relationships section.

3.1 Financial Assets

	2024	2023
	$	$
3.1A: CASH AND CASH EQUIVALENTS		
Cash on hand or on deposit	**18,252,997**	8,484,819
Total cash and cash equivalents	**18,252,997**	8,484,819

Accounting Policy

Cash is recognised at its nominal amount.

	2024	2023
	$	$
3.1B: TRADE AND OTHER RECEIVABLES		
Goods and services receivables		
Goods and services	**62,763**	188,667
GST Receivable from the Australian Taxation Office	**176,061**	235,420
Insurance Receivable	**-**	2,330,080
Other	**287,671**	108,055
Total goods and services receivables	**526,495**	2,862,221

Accounting Policy

All trade and other receivables are expected to be settled within 12 months.

No indicators of impairment were found for trade and other receivables.

3.2 Non-Financial Assets

3.2A: RECONCILIATION OF THE OPENING AND CLOSING BALANCES OF PROPERTY, PLANT AND EQUIPMENT AND INTANGIBLES[1]

	Right of use (RoU) Building	Heritage and Cultural Building[1]	Heritage and Cultural collections[2]	Plant and equipment	Other intangibles[3]	Total
	$	$	$	$	$	$
as at 1 July 2023						
Net book value	811,427	94,880,512	9,776,942	4,585,504	97,229	110,151,614
Total as at 1 July 2023	811,427	94,880,512	9,776,942	4,585,504	97,229	110,151,614
Additions						
Purchase or internally developed		4,477,358	16,235	528,513	119	5,022,225
WIP	-	113,298	-	1,747,920		1,861,218
Right-of-use assets	2,744,323	-	-	-	-	2,744,323
Revaluations and impairments recognised in other comprehensive income		9,986,001	1,946,145	147,230		12,079,376
Revaluations and impairments recognised in other comprehensive income for RoU assets	(811,427)	-	-		-	(811,427)
Depreciation and amortisation		(5,852,868)	-	(1,945,337)	(68,565)	(7,866,770)
Depreciation on right-of-use assets	(274,432)	-	-	-	-	(274,432)
Disposals			-	(19,842)	(28,665)	(48,507)
Total as at 30 June 2024	2,469,891	103,604,301	11,739,322	5,043,988	118	122,857,620
Total as at 30 June 2024	2,469,891	103,604,301	11,739,322	5,043,988	118	122,857,620

1. The OPH building is considered a "Heritage & Cultural asset" on the basis that the building reflects significant cultural heritage of the Australian nation and has satisfactorily met the criteria under the Financial Reporting Rules for Heritage and Cultural classification.

2. Plant and equipment that met the definition of a heritage and cultural item (H&C) was disclosed in the H&C asset class. During the year, a change in accounting policy removed the $2,000 asset threshold for recognition.

3. Intangibles is computer software and internally developed software.

i. Fair Value Measurement

In the process of applying the accounting policies listed in these notes, OPH has made judgements on the value of the building and the heritage and cultural assets that significantly impact on the amounts recorded in the financial statements. OPH procures valuation services from independent valuers at least every three years. The valuers provide a valuation to obtain a fair value in accordance with AASB 13. In the intervening years OPH management assesses each asset class to ensure the carrying values equate to fair value. This year the professional valuation was completed over all asset classes. The fair value of non-financial assets is disclosed at Note 3.2. The highest and best use of non-financial assets is the same as their current use.

The following is an analysis of the key judgements, methods and inputs for each category

a. Heritage and Cultural – building

The fair value of the building has been taken to be the market value, determined by calculating the depreciated replacement cost, as determined by the independent valuer.

There are several significant unobservable inputs used in the fair value measurement of OPH's heritage and cultural building assets. The methodology uses gross current replacement cost, reduced by factors providing for age, physical depreciation, and technical and functional obsolescence, considering the unique heritage value, total estimated useful life and anticipated residual value of the asset.

During the financial year, additional capital works were completed (disclosed at Note 3.2). OPH has assessed the carrying value of the building, and the additions, at fair value.

b. Heritage and Cultural – collections

The fair value of heritage and cultural assets is based on market observations; however, OPH's collections are diverse, with many objects being iconic, with limited markets for comparison. This means if there is not a directly observable market price for that exact asset, the valuer measures the value with a similar asset of equivalent heritage significance for which market records do exist.

The fair value of OPH's heritage and cultural assets is based on sales comparisons of similar items through auction sales, catalogues and known private collections. Significant increases (or decreases) in any of those inputs in isolation would result in a significantly higher (or lower) fair value measurement.

Items that are rare or unique, with a known provenance and a direct relationship to the recorded history of Australian often command a premium price in the market. In cases where items incorporated within this valuation are rare or unique, this has been taken into account in assigning values. There were two exceptions to sales comparison: the Prime Minister's Desk and the Speaker's Chair for which there was no directly comparable sales data available. Unobservable inputs were used for these valuations.

c. Infrastructure, plant & equipment

The fair value of IPE is based on market observations unless the asset is a specialised or special-use facility which is valued on a depreciable replacement cost basis.

ii. Revaluations of non-financial assets

Following initial recognition at cost, property, plant and equipment and heritage and cultural assets are carried at fair value less subsequent accumulated depreciation and accumulated impairment losses. Valuations are conducted with sufficient frequency to ensure that the carrying amounts of assets do not differ materially from the asset's fair value as at the reporting date. The regularity of independent valuations depends upon the volatility of movements in market values for relevant assets.

Revaluation adjustments are made on a class basis. Any revaluation increment is credited to equity under the heading of asset revaluation reserve, except to the extent that it reverses a previous revaluation decrement of the same asset class that was previously recognised in the surplus/deficit. Revaluation decrements for a class of assets are recognised directly in the surplus/deficit, except to the extent that they reverse a previous revaluation increment for that class. Any accumulated depreciation at the revaluation date is eliminated against the gross carrying amount of the asset, and the asset stated to the revalued amount.

OPH obtained independent valuations as at 30 June 2024 for all classes; Heritage Building, Heritage and Cultural assets and Property, Plant and Equipment.

Fair value for each class of asset are determined as shown in the table below:

Asset Class	Fair value measurement
Property, plant and equipment	Depreciated replacement cost and market comparison
Heritage and cultural assets – building	Depreciated replacement cost
Heritage and cultural assets – collections	Market comparison and sales of similar assets

iii. Contractual commitments for the acquisition of property, plant and equipment and intangible assets

Non-financial asset contractual commitments all relate to expenditure for the 2024 financial year and amount to $21,937,242 (2023: $5,162,210). The balance reflects the final construction phase of the current capital works program.

iv. Acquisition of assets

Assets are recorded at cost on acquisition or transfer excepted as stated below. The cost of acquisition includes the fair value of assets transferred in exchange and liabilities undertaken. Financial assets are initially measured at their fair value plus transaction costs where appropriate.

Assets acquired at no cost or for nominal consideration, are initially recognised as assets and income at their fair value at the date of acquisition.

v. Asset recognition threshold

Purchases of property, plant and equipment are recognised initially at cost in the statement of financial position, except for purchases costing less than $2,000 (excluding H&C items), which are expensed in the year of acquisition (other than where they form part of a group of similar items which are significant in total).

Heritage and cultural Collections items are recognised when accessioned at their acquisition value.

Change in Internal Policy for Asset Recognition Threshold of Heritage and Cultural Assets as Financial Assets

During the financial year, OPH has removed the $2,000 minimum value threshold for asset recognition of heritage and cultural (H&C) assets that have been accessioned into the collection. OPH's previous (pre 2023–24) policy was to recognise items as assets when they had a value over $2,000. This would result in H&C items around $2,000 in value being recognised as a financial asset in some years, but not in others, as the value fluctuated from year to year. The minimum threshold has now been removed. Any H&C item accessioned into the collection, regardless of value, is recognised as a financial asset. This policy change more accurately reflects OPH's opinion on H&C items. As OPH does not depreciate H&C assets, this change has no impact on the Statement of Financial Position.

vi. Depreciation

Depreciable property, plant and equipment assets are written off to their estimated residual values over their estimated useful lives to OPH, using the straight line method of depreciation. Depreciation rates (useful lives), residual values and methods are reviewed at each reporting date and necessary adjustments are recognised in the current, or current and future reporting periods, as appropriate. Depreciation rates applying to each class of depreciable asset are based on the following useful lives:

Asset Class	2024	2023
Heritage and cultural assets – building	5-45 years	5-45 years
Heritage and cultural assets – collection	Indefinite	Indefinite
Property, plant and equipment	3-10 years	3-10 years
Intangibles	3-5 years	3-5 years
Right of use asset	Life of lease	Life of lease

vii. Impairment

All assets were assessed for impairment as at 30 June 2024. Where indications of impairment exist, the asset's recoverable amount is estimated, and an impairment adjustment made if the recoverable amount is less than its carrying amount.

The recoverable amount of an asset is the higher of its fair value less cost of disposal and its value in use. Value in use is the present value of the future cash flows expected to be derived from the asset. Where the future economic benefit of an asset is not primarily dependent on the asset's ability to generate future cash flows and the asset would be replaced if OPH were deprived of the asset, its value in use is taken to be its depreciated replacement cost. An impairment loss on a non-revalued asset is recognised in the profit or loss. However, an impairment loss on a revalued asset is recognised in other comprehensive income to the extent that the impairment loss does not exceed the amount in the revaluation surplus for that same asset. Such an impairment loss on a revalued asset reduces the revaluation surplus for that asset.

viii. Derecognition

An item of property, plant and equipment is derecognised upon disposal or when no further economic benefits are expected from its use or disposal.

ix. Heritage and cultural assets

OPH has a variety of items in the Collection which relate to the building's use as the seat of parliament and/or democracy which are used primarily for purposes that relate to their cultural significance. These include the Replica Mace, Replica Crown Jewels, despatch boxes, portraits, prints, books and political cartoons. OPH has adopted appropriate curatorial and preservation policies for these items, and they are deemed to have an indefinite useful life and hence are not depreciated. The curatorial and preservation policies are publicly available at: moadoph.gov.au.

x. Intangibles

OPH's intangible assets are carried at cost less accumulated amortisation and accumulated impairment losses. Software is amortised on a straight-line basis over its anticipated useful life. All software assets were assessed for indications for impairment at the reporting date.

xi. Right of use (RoU) assets

Leased RoU assets are capitalised at the commencement date of the lease, and comprise the initial lease liability amount, initial direct costs incurred when entering the lease, less any lease incentives received. These assets are accounted for by OPH as separate asset class to assets owned outright. An impairment review is undertaken for any RoU lease asset that shows indicators of impairment, and any impairment loss is recognised against any RoU asset that is impaired. Lease RoU assets continue to be measured at cost after initial recognition.

	2024	2023
	$	$
32B: INVENTORIES		
Inventories held for sale		
Finished goods	106,535	98,995
Total inventories held for sale	**106,535**	98,995

During the financial year ($7,740) of expense was recognised as Inventory. No impairment losses were recognised in the profit or loss.

Accounting Policy

Inventory is recognised at the time of purchase at cost price. Retail sales are recorded as revenue when received. Stock is expected to be sold within twelve months.

	2024	2023
	$	$
3.2C: OTHER NON-FINANCIAL ASSETS		
Prepayments	**62,489**	115,989
Total other non-financial assets	**62,489**	115,989

All non-financial assets are expected to be recovered within 12 months.

No indicators of impairment were found for other non-financial assets.

3.3 Payables

	2024	2023
	$	$
3.3A: SUPPLIERS		
Trade creditors and accruals	**1,614,475**	835,295
Total suppliers	**1,614,475**	835,295

	2024	2023
	$	$
3.3B: OTHER PAYABLES		
Salaries and wages	**301,100**	255,246
Superannuation	**45,064**	39,966
Prepayments received/unearned income	**26,911**	25,572
Other	**34,555**	14,472
Total other payables	**407,630**	335,256

Supplier and other payables are recognised at amortised cost. Liabilities are recognised to the extent that the goods or services have been received.

Total Other payables are expected to be settled in no more than 12 months.

3.4 Interest Bearing Liabilities

	2024	2023
	$	$
3.4B: LEASES		
Lease liabilities	**2,557,769**	902,880
Total leases	**2,557,769**	903,880
Maturity analysis - contractual undiscounted cash flows		
Within 1 year	**302,406**	281,536
Between 1 to 5 years	**1,303,107**	622,344
More than 5 years	**1,466,659**	-
Total leases	**3,072,172**	903,880

Accounting Policy

A lease is defined as 'a contract, or part of a contract, that conveys the right to use an asset (the underlying asset) for a period of time in exchange for consideration.' OPH's lease liability is as lessee for an offsite storage facility for heritage and cultural collection items. These lease disclosures should be read in conjunction with Note 3.2 Non-financial assets.

The lease liability is initially measured at the present value of the lease payments unpaid at the commencement date, discounted using the interest rate implicit in the lease.

Subsequent to initial measurement, the liability will be reduced for payments made and increased for interest. It is remeasured to reflect any reassessment or modification to the lease. When the lease liability is remeasured, the corresponding adjustment is reflected in the right-of-use asset or profit and loss depending on the nature of the reassessment or modification.

Lease ROU assets continue to be measured at cost after initial recognition.

People and relationships

This section describes a range of employment and post employment benefits provided to our people and our relationships with other key people.

4.1 Employee Provisions

	2024	2023
	$	$
4.1A: Employee provisions		
Leave	2,485,194	1,968,078
Total employee provisions	**2,485,194**	1,968,078
Employee provisions expected to be settled		
No more than 12 months	955,233	832,318
More than 12 months	1,529,961	1,135,760
Total employee provisions	**2,485,194**	1,968,078

Accounting Policy

Liabilities for short-term employee benefits and termination benefits expected within twelve months of the end of reporting period are measured at their nominal amounts.

Other long-term employee benefits are measured as net total of the present value of the defined benefit obligation at the end of the reporting period minus the fair value at the end of the reporting period of plan assets (if any) out of which the obligations are to be settled directly.

Leave

The liability for employee benefits includes provision for annual leave and long service leave.

The leave liabilities are calculated on the basis of employees' remuneration at the estimated salary rates that will be applied at the time the leave is taken, including the OPH's employer superannuation contribution rates to the extent that the leave is likely to be taken during service rather than paid out on termination.

The liability for long service has been determined in accordance with the Department of Finance long service leave shorthand model. The estimate of the present value of the liability takes into account attrition rates and pay increases through promotion and inflation.

Separation and Redundancy

No provision is required for separation and redundancy of employees.

Superannuation

OPH staff are members of the Commonwealth Superannuation Scheme (CSS), the Public Sector Superannuation Scheme (PSS), or the PSS accumulation plan (PSSap), or other superannuation funds held outside the Australian Government. The CSS and PSS are defined benefit schemes for the Australian Government. The PSSap is a defined contribution scheme.

The liability for defined benefits is recognised in the financial statements of the Australian Government and is settled by the Australian Government in due course. This liability is reported in the Department of Finance's administered schedules and notes.

OPH makes employer contributions to the employees' defined benefit superannuation scheme at rates determined by an actuary to be sufficient to meet the current cost to the Government. OPH accounts for the contributions as if they were contributions to defined contribution plans.

The liability for superannuation recognised as at 30 June represents outstanding contributions for the final fortnight of the year.

4.2 Key Management Personnel Remuneration

Key management personnel are those persons having authority and responsibility for planning, directing and controlling the activities of OPH, directly or indirectly, including any director (whether executive or otherwise) of OPH. OPH has determined the key management personnel to be the Director, Deputy Director and Board Members . Key management personnel remuneration is reported in the table below:

	2024	2023
	$	$
Short-term employee benefits	792,877	732,577
Post-employment benefits	123,362	100,040
Other long-term employee benefits	39,872	17,993
Total key management personnel remuneration expenses[1]	956,111	850,610

1. The above key management personnel remuneration excludes the remuneration and other benefits of the Portfolio Minister. The Portfolio Minister's remuneration and other benefits are set by the Remuneration Tribunal and are not paid by the OPH.

The total number of key management personnel that are included in the above table is ten (**2023**: ten).

4.3 Related Party Disclosures

Related party relationships:

OPH is an Australian Government controlled entity. Related parties to OPH are Board Members and Executive, and other Australian Government entities.

Transactions with related parties:

Given the breadth of Government activities, related parties may transact with the government sector in the same capacity as ordinary citizens.

There have been no transactions with related parties during the financial year that are material or are outside the normal terms of trade.

Other information

5.1 Current/non-current distinction for assets and liabilities

	2024	2023
	$	$
5.1A: CURRENT/NON-CURRENT DISTINCTION FOR ASSETS AND LIABILITIES		
Assets expected to be recovered in:		
No more than 12 months		
Cash and cash equivalents	**18,252,997**	8,484,819
Trade and other receivables	**526,495**	2,861,872
Total no more than 12 months	**18,779,492**	11,346,691
More than 12 months		
Right of use building	**2,469,891**	811,427
Heritage and cultural building	**103,604,301**	95,691,939
Heritage and cultural collection	**11,739,322**	9,776,942
Plant and equipment	**5,043,988**	4,585,504
Computer software	**118**	97,229
Other intangibles	**106,535**	98,995
Other non-financial assets	**62,489**	115,989
Total more than 12 months	**123,026,644**	111,178,026
Total assets	**141,806,136**	122,525,066
Liabilities expected to be settled in:		
No more than 12 months		
Suppliers	**1,614,475**	835,295
Other payables	**407,630**	335,256
Leases	302,406	903,880
Employee provisions	955,233	832,318
Total no more than 12 months	**3,279,745**	2,906,749
More than 12 months		
Leases	1,303,107	-
Employee provisions	1,529,961	1,135,760
Total more than 12 months	**2,833,068**	1,135,760
Total liabilities	**6,112,813**	4,042,508

6.1 Financial Instruments

	2024	2023
	$	$
6.1A: CATEGORIES OF FINANCIAL INSTRUMENTS		
Financial assets		
Loans and receivables		
Cash and cash equivalents	18,252,997	8,484,819
Trade and other receivables	526,495	2,862,221
Total financial assets	18,779,492	11,347,040
Financial Liabilities		
Financial liabilities measured at amortised cost		
Suppliers	1,614,475	835,295
Other payables	407,630	335,256
Total financial liabilities	2,022,105	1,170,551

Accounting Policy

The net fair value of the financial assets and liabilities are their carrying amounts. OPH derived $1,087,729 interest income from financial assets in the current year (2023: $383,344).

6.1B: CREDIT RISK

OPH is exposed to minimal credit risk with the maximum exposure arising from potential default of a debtor. The amount is equal to the total amount of receivables for trade and other receivables as disclosed at Note 3.3B.

6.1C: LIQUIDITY RISK

OPH has sufficient available financial assets to meet all financial liabilities at the reporting date.

List of reporting requirements

Section 17BE(u) of the *Public Governance, Performance and Accountability Rule 2014* (PGPA Rule) requires this table be included in entities' annual reports.

Table 15: Reporting requirements as per schedule 2A of the PGPA Rule

PGPA Rule Reference	Part of Report	Description	Requirement
17BE Contents of annual report			
17BE(a)	16	Details of the legislation establishing the body	Mandatory
17BE(b)(i)	16	A summary of the objects and functions of the entity as set out in legislation	Mandatory
17BE(b)(ii)	42	The purposes of the entity as included in the entity's corporate plan for the reporting period	Mandatory
17BE(c)	16	The names of the persons holding the position of responsible Minister or responsible Ministers during the reporting period, and the titles of those responsible Ministers	Mandatory
17BE(d)	70	Directions given to the entity by the Minister under an Act or instrument during the reporting period	If applicable, mandatory
17BE(e)	NA	Any government policy order that applied in relation to the entity during the reporting period under section 22 of the Act	If applicable, mandatory
17BE(f)	NA	Particulars of non-compliance with: (a) a direction given to the entity by the Minister under an Act or instrument during the reporting period; or (b) a government policy order that applied in relation to the entity during the reporting period under section 22 of the Act	If applicable, mandatory
17BE(g)	42–61	Annual performance statements in accordance with paragraph 39(1)(b) of the Act and section 16F of the rule	Mandatory
17BE(h), 17BE(i)	NA	A statement of significant issues reported to the Minister under paragraph 19(1)(e) of the Act that relates to non-compliance with finance law and action taken to remedy non-compliance	If applicable, mandatory
17BE(j)	16–21	Information on the accountable authority, or each member of the accountable authority, of the entity during the reporting period	Mandatory
17BE(k)	16	Outline of the organisational structure of the entity (including any subsidiaries of the entity)	Mandatory
17BE(ka)	76	Statistics on the entity's employees on an ongoing and non-ongoing basis, including the following: (a) statistics on full-time employees; (b) statistics on part-time employees; (c) statistics on gender; (d) statistics on staff location	Mandatory
17BE(l)	28–39	Outline of the location (whether or not in Australia) of major activities or facilities of the entity	Mandatory
17BE(m)	64–73	Information relating to the main corporate governance practices used by the entity during the reporting period	Mandatory

PGPA Rule Reference	Part of Report	Description	Requirement
17BE(n), 17BE(o)	70	For transactions with a related Commonwealth entity or related company where the value of the transaction, or if there is more than one transaction, the aggregate of those transactions, is more than $10,000 (inclusive of GST): (a) the decision-making process undertaken by the accountable authority to approve the entity paying for a good or service from, or providing a grant to, the related Commonwealth entity or related company; and (b) the value of the transaction, or if there is more than one transaction, the number of transactions and the aggregate of value of the transactions	If applicable, mandatory
17BE(p)	NA	Any significant activities and changes that affected the operation or structure of the entity during the reporting period	If applicable, mandatory
17BE(q)	70	Particulars of judicial decisions or decisions of administrative tribunals that may have a significant effect on the operations of the entity	If applicable, mandatory
17BE(r)	NA	Particulars of any reports on the entity given by: (a) the Auditor-General (other than a report under section 43 of the Act); or (b) a Parliamentary Committee; or (c) the Commonwealth Ombudsman; or (d) the Office of the Australian Information Commissioner	If applicable, mandatory
17BE(s)	NA	An explanation of information not obtained from a subsidiary of the entity and the effect of not having the information on the annual report	If applicable, mandatory
17BE(t)	NA	Details of any indemnity that applied during the reporting period to the accountable authority, any member of the accountable authority or officer of the entity against a liability (including premiums paid, or agreed to be paid, for insurance against the authority, member or officer's liability for legal costs)	If applicable, mandatory
17BE(taa)	71–73	The following information about the audit committee for the entity: (a) a direct electronic address of the charter determining the functions of the audit committee; (b) the name of each member of the audit committee; (c) the qualifications, knowledge, skills or experience of each member of the audit committee; (d) information about each member's attendance at meetings of the audit committee; (e) the remuneration of each member of the audit committee	Mandatory
17BE(ta)	75	Information about executive remuneration	Mandatory
17BF Disclosure requirements for government business enterprises			
17BF(1)(a)(i)	NA	An assessment of significant changes in the entity's overall financial structure and financial conditions	If applicable, mandatory
17BF(1)(a)(ii)	NA	An assessment of any events or risks that could cause financial information that is reported not to be indicative of future operations or financial conditions	If applicable, mandatory
17BF(1)(b)	NA	Information on dividends paid or recommended	If applicable, mandatory
17BF(1)(c)	NA	Details of any community service obligations the government business enterprise has including: (a) an outline of actions taken to fulfil those obligations; and (b) an assessment of the cost of fulfilling those obligations	If applicable, mandatory
17BF(2)	NA	A statement regarding the exclusion of information on the grounds that the information is commercially sensitive and would be likely to result in unreasonable commercial prejudice to the government business enterprise	If applicable, mandatory

List of abbreviations

AASB	Australian Accounting Standards Board		**HR**	Human Resources
ABC	Australian Broadcasting Corporation		**ICIP**	Indigenous Cultural and Intellectual Property
AC	Companion of the Order		**ICT**	Information and Communications Technology
ACM	Asbestos Containing Materials		**IPE**	Infrastructure, plant and equipment
ACU	Australian Catholic University		**IT**	Information Technology
AFRC	Audit Finance and Risk Committee		**MC**	Managing Contractor
AO	Officer of the Order		**MoAD**	Museum of Australian Democracy
APS	Australian Public Service		**MoG**	Machinery of Government
APSC	Australian Public Service Commission		**MYEFO**	Mid-Year Economic and Fiscal Outlook
CBMS	Central Budget Management System		**NAIDOC**	National Aborigines and Islanders Day Observance Committee
CCE	Corporate Commonwealth Entity			
CFO	Chief Financial Officer		**OPH**	Old Parliament House
CDAB	Collection Development and Acquisitions Budget		**PACER**	Parliamentary and Civics Education Rebate
CO2-e	Carbon Dioxide Equivalent		**PBS**	Portfolio budget statements
CRM	Customer Relationship Management		**PGPA**	Public Governance, Performance and Accountability
CSS	Commonwealth Superannuation Scheme		**PSS**	Public Sector Superannuation Scheme
DIAP	Disability Inclusion Plan		**PSSap**	Public Sector Superannuation Scheme Accumulation Plan
EPBC	Environment Protection and Biodiversity Conservation		**RAP**	Reconciliation Action Plan
FBT	Fringe Benefits Tax		**ROU**	Right-of-use
FRR	Finance Report Rule		**SCEAA**	Social and Citizenship Educators
GIF	Graphics Interchange Format		**UNCRC**	United Nations Convention on the Rights of the Child
GST	Goods and Services Tax			
H&C	Heritage and cultural		**WHS**	Work Health and Safety
HMAS	Her Majesty Australian Ship		**WIP**	Work in Progress
HoR	House of Representatives			

Following page:
Visitors at Enlighten Festival;
Photo: Rohan Thomson

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