MUSEUM OF
AUSTRALIAN DEMOCRACY

OLD PARLIAMENT HOUSE

Corporate Plan
2025-26

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.

Contents

Introduction

On behalf of the Board of Old Parliament House (the Accountable Authority), I present the FY2025–26 Museum of Australian Democracy at Old Parliament House Corporate Plan, which covers the periods of 2025–26 to 2028–29, as required under paragraph 35(1)(b) of the *Public Governance, Performance and Accountability Act 2013* (PGPA Act). The plan is prepared in accordance with the Public Governance, Performance and Accountability (Establishing Old Parliament House) Rule 2016.

This Corporate Plan expands on the information contained in the 2025–26 Portfolio Budget Statements. Old Parliament House operates as the Museum of Australian Democracy at Old Parliament House. The agency will report against the plan in the Old Parliament House Annual Report, tabled in parliament by the minister each year. The Corporate Plan is the principal planning document that outlines the purpose, key activities, operating context and planned performance of Old Parliament House.

Barrie Cassidy

Chair, Board of Old Parliament House May 2025

Living our democracy, building our community.

A unique institution

The Provisional Parliament House opened in Canberra on 9 May 1927. Now known as Old Parliament House, it was the first permanent home of the Australian Parliament, a role it performed for more than six decades, until the opening of the newly built Australian Parliament House in 1988.

The Museum of Australian Democracy at Old Parliament House (MoAD) was launched in 2009, marking the future direction of Old Parliament House as a National Cultural Institution. Building on the great legacy of Old Parliament House, MoAD constantly strives to develop contemporary exhibitions and experiences that help visitors understand Australia's social and political history and the story of its democracy.

Reporting framework

As a Corporate Commonwealth Entity, MoAD prepares an annual Corporate Plan. This primary planning document outlines the role of MoAD, the key activities it undertakes in order to fulfil this role in the reporting period, and how it will measure its performance against the key activities. The Corporate Plan forms part of the Commonwealth Performance Framework, and works in conjunction with the Portfolio Budget Statements and the Annual Performance Statement, both of which are reflected in MoAD's Annual Report.

Our functions

Old Parliament House is a Corporate Commonwealth Entity under the Public Governance, Performance and Accountability (Establishing Old Parliament House) Rule 2016. The Board of Old Parliament House is the Accountable Authority. The functions of Old Parliament House, as established under Rule 2016, are as follows:

- to conserve, develop and present the Old Parliament House buildings and collections
- to provide public programs and research activities related to Australia's social and parliamentary history
- to provide a range of other services for visitors to Old Parliament House
- to undertake other relevant tasks as the minister responsible for Old Parliament House may require from time to time
- to undertake such other functions as are conferred on Old Parliament House by Rule 2016 or by any other law of the Commonwealth of Australia
- to do anything incidental to or conducive to the performance of any of the above functions.

Purpose

MoAD's purpose is to:

protect, conserve and interpret the national icon that is Old Parliament House 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.

Activities

MoAD's key activities are to:

continue our national leadership role in the protection, conservation and interpretation of this nationally significant and cherished heritage building, Old Parliament House, and of its collections

achieve excellence through the delivery of services, exhibitions, programs and experiences that foster and promote accessibility, inclusivity and engagement with the Australian community

establish a sustainable and adaptive operational framework, including streamlined processes, technological systems and strategic collaborations for the long term

build partnerships with government, research bodies and private enterprise in order to extend MoAD's reach and engagement with audiences and stakeholders

develop innovative and informative education and public programs that enable audiences to understand and participate as engaged citizens in Australia's democracy.

Values

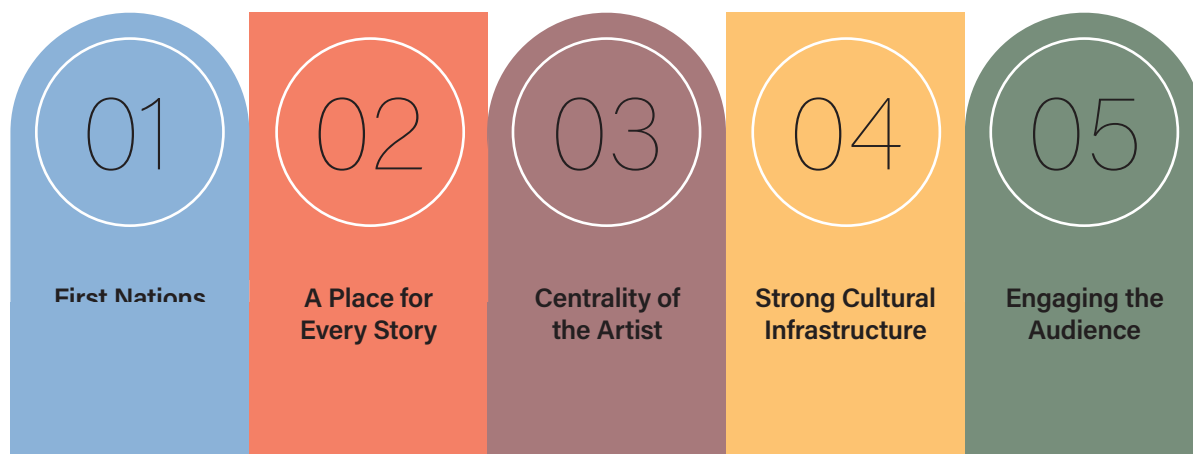| We value:	We demonstrate this by:
Lifelong learning and discovery	**Developing engaging, thought-provoking exhibitions, public programs, digital content and events for all age groups, with an emphasis on intergenerational learning** We provide audiences with a robust knowledge base, together with a sense of wonder, agency and curiosity, inspiring them to become active participants in their democracy.
Inclusivity and accessibility	**Involving everyone and being of service to the diverse communities that make up Australian society** The diversity of Australian people and communities are valued at MoAD, and we are committed to engaging and connecting with a range of audiences.
Excellence and innovation	**Maintaining a commitment to the implementation of best-practice strategies and continuous improvement in regard to heritage management, digital content and storytelling, and innovative program design** MoAD is committed to partnering with Australia's education specialists, innovators, philanthropists and supporters, and to find new ways of working and delivering unique experiences for our audiences.
Trust and authenticity	**Providing accurate, balanced and trustworthy sources of information about Australia's social and political history and its democratic systems** MoAD makes space for differences of opinion and creates an environment for audiences to consider a comprehensive range of ideas in a respectful and courteous manner.
Integrity and accountability	**Acting with integrity and transparency in everything we do as an organisation and in all our interactions with communities** MoAD demonstrates through its work the values of being impartial, respectful, accountable, ethical and committed to serving the public.

Environment

Revive

The Australian Government released a National Cultural Policy (NCP), *Revive: A Place for Every Story, a Story for Every Place*, in January 2023. This policy outlines a five-year plan to revive the arts sector. It is structured around five interconnected pillars:

01	02	03	04	05
First Nations	A Place for Every Story	Centrality of the Artist	Strong Cultural Infrastructure	Engaging the Audience

The *Revive* policy recognises the value of the arts sector and its contribution to bringing Australians together, and creating a sense of shared purpose and understanding across the community.

The Corporate Plan outlines how MoAD will incorporate and report against the five *Revive* pillars in relation to its key activities.

1927 2027
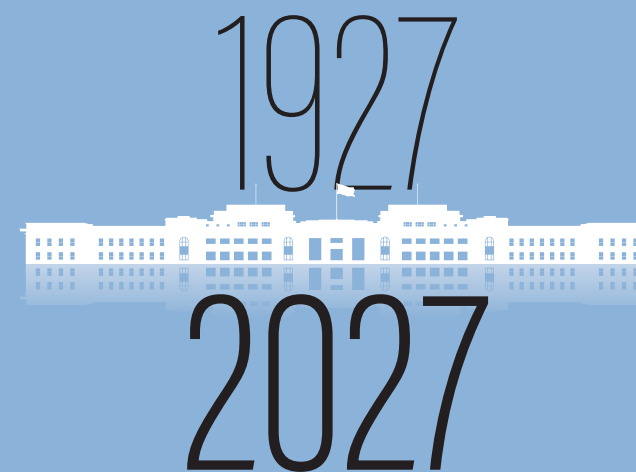
Centenary of Old Parliament House

Old Parliament House will mark its centenary in May 2027. In the lead-up to this significant anniversary, MoAD is developing a series of programs and events to celebrate and reflect on the central role Old Parliament House has played in Australia's democracy and in the key events that have shaped Australia since Federation.

Collection

The MoAD Collection has national, regional and local significance for documenting and displaying the ideas, movements, events, people and processes that have shaped Australian politics, society and ways of life. Many collection items combine social, historical and aesthetic significance. They offer opportunities to explore and interpret a wide range of topics, such as the diverse contributions made to the development of Australian democracy by various governments, prime ministers and other parliamentary representatives, political parties and movements, journalists and lobbyists. At the heart of the collection is Old Parliament House itself, the home of Australia's federal parliament from 1927 to 1988.

MoAD will continue to develop its collection with a focus on the building's history in the lead up to the centenary of Old Parliament House, and stories that expand our collections to better reflect Australia's diverse peoples and communities. MoAD is committed to enhancing the representativeness of the collection, including documenting collecting, and sharing the experiences of Aboriginal and Torres Strait Islander peoples' experiences in line with culturally appropriate collecting practices, as well as stories from migrant and refugee Australians and other community groups. The collection will continue to enrich our exhibitions and public programs by documenting Australia's evolving democracy and by enhancing public understanding and involvement in the life of our nation.

Capital and infrastructure projects

MoAD will focus on delivering a number of projects from the 15-year Life Cycle Cost Plan (LCCP), which outlines the capital investment requirements to maintain the heritage-listed building. In part, these projects will be funded from the new funding allocation over the forward estimates period.

MoAD will continue to focus on opportunities to support the environmental sustainability of Old Parliament House. To help reduce its carbon footprint, it will retain, adapt and reuse resources. MoAD will commence work on developing an environmental sustainability action plan, which will incorporate principles of sustainability within the unique environment of a heritage building.

It will also explore opportunities to invest in an electrification program designed to convert its building operations to renewable resources. MoAD will continue to work with its contractors to ensure that sustainable practices are adopted in delivering services to the public.

Visitor engagement

MoAD offers a range of participatory, intergenerational and formal learning programs and exhibitions. A key ambition is to expand our onsite and outreach programming in order to:

- connect with existing and new audiences across Australia
- contribute to the social and cultural development of the Australian community
- expand the ways we can be of service to the community.

MoAD's exhibitions are designed to inform, engage, and delight visitors, providing them with new ways to engage with democracy, history and their role in democracy. To this end, MoAD will continue to develop new temporary and permanent exhibitions, and to refresh its existing exhibitions.

A particular focus will be for Old Parliament House to continue to host a series of public events intended to enable audiences to participate in discussions and debates regarding Australia's democracy. These events would be held in key heritage and historically significant areas of Old Parliament House, such as the House of Representatives and Senate Chambers.

The travelling exhibitions program will enable MoAD to share content with a wider audience across the country, providing unique opportunities to engage with the story of Australia's democracy. Accessibility is an important feature in enabling audiences to connect with and participate in programs and exhibitions.

Strengthening democracy

MoAD plays a key role in helping audiences to:

- understand Australia's social and political history
- explore the nation's unique democratic traditions
- deepen their skills and become informed and inspired to participate in the nation's future.

MoAD will continue to work with the Home Affairs Office of Social Cohesion to support their work to strengthen social cohesion and democratic resilience in Australia.

MoAD will continue to deliver school programs as part of the Parliament and Civics Education Rebate (PACER) initiative. It will provide education programs to schools from around Australia to travel to Canberra to engage in curriculum-aligned educational programs developed to support students to become active, engaged citizens.

MoAD will launch its Democracy in a Box initiative, supported by the Fairfax family. Schools that are unable to travel to Canberra through the PACER initiative can use this initiative to access these resources.

Capability

Future sustainability

To successfully leverage the funding which the Australian Government allocated in the 2025–26 federal Budget, MoAD will implement a range of initiatives to support critical capital projects. MoAD will work with the federal government regarding ongoing sustainable funding to enable the delivery of services to the public and alignment with the government's cultural policy, *Revive*.

With a focus on growing its own source revenue, MoAD will develop and extend philanthropic and corporate support along with new commercial revenue streams. Increasing our funding base will enable MoAD to expand our capacity to provide programs and services to Australians around the nation.

Our workforce

MoAD's staff comprise a highly motivated, inclusive and innovative workforce with broad skills and experience and a high degree of specialist expertise. Staff have a diverse range of skills and experience in heritage and conservation management, exhibition delivery, digital applications, curation, visitor experience, learning, site interpretation, public programming, building and facilities management, marketing, corporate services and administration. Staff report they are engaged with their work, committed to MoAD's purpose, and feel supported by colleagues and managers.

MoAD volunteers are an important and valued component of our public work, particularly in relation to visitor engagement. Over the next four years, our highly regarded volunteer program will continue to offer new opportunities for people to become involved in MoAD's public engagement programs.

MoAD is committed to developing its capability by ensuring staff have the right skills and resources. It will continue to develop the workforce through targeted learning and development training programs, in areas such as museum practice and the development of commercial skills and leadership. MoAD will focus on diversity and inclusion through supporting activities in the Reconciliation Action Plan (RAP) and the Disability Inclusion Action Plan (DIAP), including cultural competency training and disability confidence training.

As part of the APS Strategic Commissioning Framework, MoAD is committed to prioritising direct employment over outsourcing core work.

MoAD is committed to aligning with the APS Reforms, and it will promote their values and support the aim to create a public service that is centred around people and business, ensuring policy and services are delivered with a focus on integrity, transparency and excellence.

Technology

New technologies play an important role in enabling MoAD to enhance how audiences access a wide range of content and programs. MoAD will continue to explore how it can adopt technologies which improve user experiences, particularly in relation to accessibility.

An increasingly fractured and volatile social media landscape and the spread of disinformation and misinformation online presents substantial challenges to Australia's democracy. MoAD will continue its crucial work in this area, taking an adaptive, innovative approach to enabling Australians to actively participate in their democracy.

Cyber security continues to be a priority. MoAD strives to improve its cyber security and to address risks by setting increased requirements for the securing of technology, in line with the Australian Government's broader direction.

The Information and Communications Technology (ICT) section continues to improve its monitoring of geopolitical events and related malicious activities in an effort to minimise any potential impact on MoAD systems, and its resilient incident and recovery procedures and security plans.

MoAD is focused on pursuing the Essential Eight mitigation strategies developed and maintained by the Australian Cyber Security Centre (ACSC), including phasing out legacy technologies to limit any potential external disruption of MoAD's business-as-usual. The in-house team continues to focus on strengthening its resourcing capabilities to effectively manage MoAD's ICT systems and streamline its compliance management.

MoAD will improve its business systems by centralising platforms to consolidate maintenance efforts and to ensure that a strong focus is kept on protecting valuable public and organisational data.

Collaboration and partnerships

MoAD will continue to work with its current partners in the areas of learning, civics and citizenship programs, exhibitions and content, public programming and outreach activities. It will grow and extend its philanthropy and donation program, to help expand its programs and services for the public, whether onsite, online or across the nation.

MoAD will extend its partnerships with stakeholders. This includes government sectors, educational and research bodies, tourism and research institutes, not-for-profit organisations, and the arts and cultural sectors. It will also seek to engage international stakeholders to help share the story of Australia's democracy with interested parties and supporters.

Risk and management

MoAD applies a strategic, consistent and structured entity-wide approach to risk management and focuses on achieving an appropriate balance between realising opportunities and minimising risk impact. Risk management is integrated into our strategic and operational practices, to ensure good corporate governance, improved decision-making, enhanced outcomes and accountability.

The Risk Management Framework and Policy provides the basis for:

- confident and rigorous decision-making, planning, budgeting and reporting
- proactive rather than reactive management of opportunities and threats related to strategic and operational objectives, improved incident management and risk mitigation practices
- clear understanding by all staff of their roles, responsibilities and authorities for managing risk
- continuous improvement of the risk management culture through enhanced communication, planning and reporting.

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

- risk appetite and tolerance levels, which have been incorporated into the Risk Assessment Matrix
- a risk register that is maintained, and which has clear approval and monitoring/reporting processes, considered and endorsed by the Audit, Finance and Risk Committee, before being reported to the Board of Old Parliament House
- an effective risk management culture that is embedded in Old Parliament House's daily operations, with all staff understanding the business risks in their area and actively managing those risks day to day.

Risk area	Identified risks	Key mitigation and controls
Health and safety	Failure to provide for the health and safety of all staff, volunteers, visitors and tenants Failure to manage health and safety hazards presented by our unique operating environment in a heritage building Failure to ensure construction suppliers and other contractors have adequate safety systems in place and that they are regularly monitored and reported.	MoAD has established committees, policies, guidelines and training to manage risk in relation to health and safety including: • committees, policies and procedures in place for safe work practices • mandatory training, health and wellbeing initiatives • regular independent reviews of key areas and the building environment • monitoring of staff hours and wellbeing • contractor inductions and contractual requirements regarding WHS systems.
Preservation and maintenance of the historical building and its collections	Failure to manage and maintain the heritage building, its exhibitions and other infrastructure Loss of, or damage to, the heritage values, building and/or collections and reputational damage.	MoAD manages risks to heritage-listed Old Parliament House and collections through management plans, programs, services and oversight committees, including the: • Old Parliament House Heritage Management Plan (HMP) (A legislative instrument under the EPBC Act) • Life Cycle Cost Plan • Business Continuity Plan • Contingency Planning Framework • Critical Incident Management Plan • Disaster Management Plan • maintenance contract in place • building management systems • fire-prevention systems • regular governance committees • mandatory heritage staff, contractor and tenant inductions • policies and procedures in place for actions with heritage implications • Collection Management Procedures.

Risk area	Identified risks	Key mitigation and controls
Physical and cyber security	Failure to provide robust and secure technology Failure to provide a physically safe space for all staff, volunteers, visitors and tenants	MoAD manages risks to physical and cyber security through: • 24-hour security services (both internally and through an external Security Operations Centre) • liaison with the Australian Federal Police and other intelligence services • business continuity planning • staff training • user access restrictions • engagement with cyber security specialists • long-term technology planning and upgrades to reduce legacy systems and harden network boundaries.
Staff capability and capacity	Failure to attract and retain skilled and diverse staff and volunteers	MoAD manages staff capability and capacity through: • policies and procedures in place for HR recruitment and development • active use of APS Employee Census results • opportunities for secondments within the APS • providing training opportunities • aligning workforce skills with organisational needs to enhance overall capability • succession planning.
Financial sustainability	Failure to fulfil Old Parliament House's purpose because of the impact on financial resources available from financial policy and the impact of efficiency dividends and parameter adjustments on appropriation Failure 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 Failure to maintain and grow Old Parliament House's own source revenue generation capacity	MoAD manages risks to financial sustainability through: • ongoing engagement with government on the financial position of Old Parliament House • participation in biannual NCI sustainability funding review to assess ongoing sustainability measures • maximising tenancies at Old Parliament House • sourcing philanthropy and sponsorship • increasing student visitation • enhancing the onsite and online retail experience • sourcing new revenue streams.

Risk area	Identified risks	Key mitigation and controls
Governance and management framework	Failure to maintain a robust governance system and culture and appropriate management systems and practices	MoAD maintains strong governance and management systems across its operations through its: • Audit, Finance and Risk Committee • internal audit reviews and recommendations register • end of financial year audit • Risk Management Framework • Risk Register • dedicated Governance function • Senior Management Committee • specialist committees, including Heritage and Collection Acquisitions • Project Steering Committee • ICT Committee • regular review and update of governance policies to align with organisational goals and best practice • records management policies, procedures and recordkeeping systems • Digital Asset Management System (DAMS) • Intellectual Property (IP) Register • Customer Relationship Management (CRM) system • Disability Inclusion Action Plan (DIAP) • Reconciliation Action Plan (RAP).
Audience engagement and experience	Failure to attract, engage and grow audience and visitation (onsite and online)	MoAD supports enhanced opportunities for audience engagement and experience through its: • forward planning committee • audience research activities • national outreach programs • alignment with national curriculum • PACER requirements and learning principles • scheduled updates on exhibitions • evaluation of activities for continuous improvement opportunities • marketing and communication plans • digital engagement plans.

Our focus for FY2025–26

Over the 2025–26 forward estimates period (2025–26 to 2028–29), MoAD will:

continue to deliver its current strong suite of public and schools learning programs

continue to deliver the existing capital works program and commence a range of additional critical infrastructure works to help protect the heritage-listed Old Parliament House

focus on increasing its services and programs for the public.

Performance overview

Portfolio Budget Statements

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, Old Parliament House and the development of its collections, exhibitions and educational programs.

Program 1.1 — Old Parliament House

The Museum of Australian Democracy at Old Parliament House is dedicated to the protection, conservation and interpretation of the nationally significant, heritage–listed building. Through collections, exhibitions programs and content, MoAD enables the public to develop an understanding of Australia's democracy and be inspired to participate as engaged citizens.

Program 1.1 will be delivered in accordance with the following key activities:

- Continue our national leadership role in the protection, conservation and interpretation of the nationally significant heritage-listed Old Parliament House and its collections

- Develop innovative and informative exhibitions, education content and programs that enable audiences to understand and participate as engaged citizens in Australia's democracy

- Extend MoAD's partnerships, outreach and engagement with audiences and stakeholders

MoAD's Corporate Plan is its primary planning and reporting document. It will measure performance through four key strategic priorities, and report on these measures in annual performance statements. To meet MoAD's accountabilities under the *Public Governance, Performance and Accountability Act 2013* (PGPA Act) and the accompanying Public Governance, Performance and Accountability (Establishing Old Parliament House) Rule 2016, a range of performance measures are used to assess effectiveness, efficiency and outputs.

MoAD uses both qualitative and quantitative measures to assess its performance.

Strategic priorities

Strategic priority
Showcasing Old Parliament House

Key activity

Continue our national leadership role in the protection, conservation and interpretation of this nationally significant and cherished heritage building, Old Parliament House and of its collections.

This involves:

- delivering major capital projects in accordance with relevant Australian Standards and National Construction Code, the *Environment Protection and Biodiversity Conservation Act 1999* (EPBC Act) and the Heritage Management Plan (HMP) to ensure the conservation of the heritage values and the ongoing sustainable use of Old Parliament House
- expanding historical interpretation spaces to increase visitor experience and understanding of key heritage areas, telling the story of the Provisional Parliament House's functions, roles and events during its lifetime (1927–88)
- developing the collection to enable audiences to explore the story of Australia's democracy and the history of the building
- developing a program to mark the centenary of Old Parliament House in 2027.

Intended result

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

It will:

- protect, conserve and enable access to Old Parliament House for generations to come
- continue our national leadership role in heritage management practices
- further develop the collections to enable us to tell the story of Australia's democracy more effectively and in greater depth
- provide historical interpretative displays that enable our audiences to understand how Australia's national parliament was designed and functioned, and to learn about the people who played key roles in its history
- mark the centenary of Old Parliament House in 2027, and create a legacy for the next 100 years.

01	02	03	04	05
First Nations First	A Place for Every Story	Centrality of the Artist	Strong Cultural Infrastructure	Engaging the Audience

| Activity | Measure | | | | Source and methodology | NCP pillar |
	2025–26	2026–27	2027–28	2028-29		
Deliver major capital projects in accordance with relevant Australian Standards and National Construction Code, the *Environment Protection and Biodiversity Conservation Act 1999* (EPBC Act) and the Heritage Management Plan (HMP) to ensure the conservation of the heritage values and the ongoing sustainable use of Old Parliament House	Continue major funded capital infrastructure outlined in the Life Cycle Cost Plan Complete hail remediation and roof replacement phase three project Continue upgrade of north-east corner of the building (NEP) and other projects	Continue major funded capital infrastructure outlined in the Life Cycle Cost Plan Continue upgrade of north-east corner of the building (NEP) and other projects	Continue major funded capital infrastructure outlined in the Life Cycle Cost Plan Complete the upgrade of north-east corner of the building (NEP) and other projects	Continue major funded capital infrastructure outlined in the Life Cycle Cost Plan	Quantitative data from the Life Cycle Cost Plan Project closure reports Condition of values assessment	
Expand historical interpretation spaces to increase visitor experience and understanding of key heritage areas, telling the story of its functions, roles and events during the life of Provisional Parliament House (1927–88)	Complete the Press Gallery exhibition project Continue the Heritage Kitchen project Commence Heritage Management Plan review	Complete the Heritage Kitchen project Complete Heritage Management Plan review			Qualitative and quantitative data Project closure reports Case studies Condition of values assessment (completed five-yearly)	

01 First Nations First	02 A Place for Every Story	03 Centrality of the Artist	04 Strong Cultural Infrastructure	05 Engaging the Audience

| Activity | Measure | | | | Source and methodology | NCP pillar |
	2025–26	2026–27	2027–28	2028-29		
Develop the collection to enable audiences to explore the story of Australia's democracy and the history of the building	Continue collection acquisitions in line with the Collection Development Plan Commence Collections Development Plan review	Continue collection acquisitions in line with the Collection Development Plan Complete Collections Development Plan review	Continue collection acquisitions in line with the Collection Development Plan	Continue collection acquisitions in line with the Collection Development Plan	Qualitative and quantitative collection management data	🟥
Develop a program to mark the centenary of Old Parliament House in 2027	Continue centenary of Old Parliament House program	Continue centenary of Old Parliament House program	Continue centenary of Old Parliament House program		Quantitative data and internal governance reporting	🟦🟥🟫🟨🟩
Develop and deliver a program to mark the 50th anniversary of the dismissal of the Whitlam Government.	Develop and implement a range of programs to mark the 50th anniversary of the dismissal of the Whitlam Government				Quantitative and qualitative data	🟥🟨🟩

Strategic priority
Fostering a museum for the people

Key activity

Achieve excellence through the delivery of services, exhibitions, programs and experiences that foster and promote accessibility, inclusivity and engagement with the Australian community. Establish a sustainable and adaptive operational framework, including streamlined processes, technological systems and strategic collaborations for the long term.

This involves:

- creating a welcoming and inclusive space for all visitors onsite, online and through outreach programs
- increasing content and understanding of Aboriginal and Torres Strait Islander peoples and culture in MoAD's activities
- reducing MoAD's environmental footprint
- investing in our information management systems to manage risk, improve efficiencies and enhance audience experiences
- increasing cyber resilience capability
- expanding commercial streams to supplement government funding
- preserving and upholding the strong culture within MoAD.

Intended result

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

It will:

- create a welcoming and accessible museum for the Australian community and enable audiences to engage with our programs and services
- continue to foster our strong organisational culture, through our commitment to integrity, support, inclusivity and respect for all
- operate efficiently and effectively to manage resources, risks and compliance obligations
- ensure a financially sustainable future by expanding revenue streams
- support an environmentally sustainable future through our commitment to reducing our operational impact on the environment.

01	02	03	04	05
First Nations First	A Place for Every Story	Centrality of the Artist	Strong Cultural Infrastructure	Engaging the Audience

Activity	Measure				Source and methodology	NCP pillar
	2025–26	2026–27	2027–28	2028-29		
Create a welcoming and inclusive space for all visitors onsite, online and through outreach programs	Complete development of the Shop and Education Workshop	Complete NEP project			Quantitative data annual visitation numbers Qualitative data — program and event numbers	
	Continue deliverables identified in the Disability and Inclusion Action Plan (DIAP)	Continue outputs identified in the DIAP	Continue outputs identified in the DIAP	Continue outputs identified in the DIAP	Visitor surveys and feedback	
Increase content and understanding of Aboriginal and Torres Strait Islander peoples and culture in MoAD's activities	Continue deliverables identified in the Reconciliation Action Plan (RAP) Commence development of a new RAP	Continue outputs identified in the RAP Continue implementation of the RAP	Continue outputs identified in the RAP	Continue outputs identified in the RAP	Quantitative data Internal governance reporting against identified outputs	
Reduce the MoAD's environmental footprint	Commence an Environmental Sustainability Action Plan (ESAP)	Continue implementation of the ESAP	Continue outputs identified in the ESAP	Continue outputs identified in the ESAP	Internal governance reporting of delivery against identified outputs	

01	02	03	04	05
First Nations First	A Place for Every Story	Centrality of the Artist	Strong Cultural Infrastructure	Engaging the Audience

Activity	Measure				Source and methodology	NCP pillar
	2025–26	2026–27	2027–28	2028-29		
Invest in our information management systems to manage risk, improve efficiencies and enhance audience experiences	Complete review of Records Management practices and systems				Quantitative data Visitor numbers for digital access to programs and services	
Increase cyber resilience capability	Review and update of cyber security program. Ensure compliance with the Essential Eight	Continue cyber security program. Ensure compliance with the Essential Eight	Continue cyber security program. Ensure compliance with the Essential Eight	Continue cyber security program. Ensure compliance with the Essential Eight	Qualitative data	
Expand commercial streams to supplement government funding	10% increase on previous year	10% increase on previous year	10% increase on previous year	10% increase on previous year	Quantitative data Finance management system	
Preserve and uphold the strong culture within MoAD	Continue strengthening staff culture through proactive, two-way engagement	Continue strengthening staff culture through proactive, two-way engagement	Continue strengthening staff culture through proactive, two-way engagement	Continue strengthening staff culture through proactive, two-way engagement	Staff surveys Staff retention	

Strategic priority
Sharing the story of Australian democracy

Key activity

Build partnerships with government bodies, research institutions and private enterprise in order to extend MoAD's reach and engagement with audiences and stakeholders.

This involves:

- delivering temporary, permanent and touring exhibitions, which build civic and social understanding of Australia's social, political and democratic history
- growing our philanthropy program and corporate partnership program and increase support to enhance and expand the impact of the work of MoAD.

Intended result

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.

It will:

- create innovative exhibitions and content which build understanding about Australia's social and political history
- engage and grow audiences with storytelling approaches that are creative, unique, accessible and robust
- expand our engagement with existing audiences, and build connections with new audiences that reflect the diversity of Australia
- increase national reach, through touring exhibitions and digital engagement enabling all Australians to connect with Old Parliament House and the Museum of Australian Democracy
- grow partnerships with supporters to enhance and expand the impact of our work.

01	02	03	04	05
First Nations First	A Place for Every Story	Centrality of the Artist	Strong Cultural Infrastructure	Engaging the Audience

Activity	Measure				Source and methodology	NCP pillar
	2025–26	**2026–27**	**2027–28**	**2028-29**		
Deliver temporary, permanent and touring exhibitions, which build civic and social understanding of Australia's social, political and democratic history	Complete annual *Behind the Lines* exhibition Total number of touring exhibitions Open new Press Gallery exhibition	Complete annual *Behind the Lines* exhibition Total number of touring exhibitions	Complete annual *Behind the Lines* exhibition Total number of touring exhibitions	Complete annual *Behind the Lines* exhibition Total number of touring exhibitions	Quantitative and qualitative data	
	Total number of visitors to *Play Up* exhibition program and activities for 0–5 age range to increase family audience	Total number of visitors to *Play Up* exhibition program and activities for 0–5 age range to increase family audience	Total number of visitors to *Play Up* exhibition program and activities for 0–5 age range to increase family audience	Total number of visitors to *Play Up* exhibition program and activities for 0–5 age range to increase family audience		
Grow our philanthropy program and corporate partnership program and increase support to enhance and expand the impact of the work of MoAD	10% increase in donations 10% increase in corporate partners both in cash and in-kind	10% increase in donations 10% increase in corporate partners both in cash and in-kind	10% increase in donations 10% increase in corporate partners both in cash and in-kind	10% increase in donations 10% increase in corporate partners both in cash and in-kind	Quantitative data Performance against annual targets for philanthropy, grants sponsorship and donations Financial management system	
	Continue strengthening staff culture through proactive, two-way engagement	Continue strengthening staff culture through proactive, two-way engagement	Continue strengthening staff culture through proactive, two-way engagement	Continue strengthening staff culture through proactive, two-way engagement		
	Number of MOUs and agreements with stakeholders	Number of MOUs and agreements with stakeholders	Number of MOUs and agreements with stakeholders	Number of MOUs and agreements with stakeholders		

Strategic priority

Inspiring all to help shape Australia's future

Key activity

Develop innovative and informative education and public programs that enable audiences to understand and participate as engaged citizens in Australia's democracy.

This involves:

- developing innovative and informative exhibitions (onsite and touring) that enable audiences to understand and participate as engaged citizens in democracy
- creating programs and content which enable audiences to explore concepts of democracy and deepen their community engagement and discussion on key issues of democracy
- providing rich and rewarding experiences for school students as part of the Parliamentary and Civics Education Rebate program
- continuing to expand its digital and outreach programs to students around the country.

Intended result

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

It will:

- be a trustworthy source of authentic, factual and balanced information about Australia's democratic systems
- host more public programs, events and debates in key heritage areas, such as the House of Representatives and Senate Chambers, to enable community engagement and discussion on key issues of democracy
- create programs and content which enable audiences to explore concepts of democracy, and deepen their confidence to participate in Australia's future
- increase learning engagement and programs which enable young Australians to understand how they can participate in Australia's democracy.

01	02	03	04	05
First Nations First	A Place for Every Story	Centrality of the Artist	Strong Cultural Infrastructure	Engaging the Audience

Activity	Measure				Source and methodology	NCP pillar
	2025–26	2026–27	2027–28	2028-29		
Develop innovative and informative exhibitions (onsite and touring) that enable audiences to understand and participate as engaged citizens in democracy	280,000 onsite visitors 45,000 visitors to touring and offsite exhibitions 95% visitor satisfaction	290,000 onsite visitors 50,000 visitors to touring and offsite exhibitions 95% visitor satisfaction	300,000 onsite visitors 55,000 visitors to touring and offsite exhibitions 95% visitor satisfaction	305,000 onsite visitors 60,000 visitors to touring and offsite exhibitions 95% visitor satisfaction	Quantitative data — annual visitation numbers Qualitative data analysis of survey results	(pillars 01 02 03 04 05)
Create programs and content which enable audiences to explore concepts of democracy and deepen their community engagement and discussion on key issues of democracy	50,000 participants in public programs 177,000 social media engagements 4,200,000 social media reach 1,100,000 website visits	53,000 participants in public programs 195,000 social media engagements 4,600,000 social media reach 1,200,000 website visits	55,000 participants in public programs 210,000 social media engagements 5,100,000 social media reach 1,300,000 website visits	57,000 participants in public programs 230,000 social media engagements 5,600,000 social media reach 1,400,000 website visits	Quantitative data — annual visitation numbers Quantitative data — program numbers	(pillars 01 02 05)

01	02	03	04	05
First Nations First	A Place for Every Story	Centrality of the Artist	Strong Cultural Infrastructure	Engaging the Audience

Activity	Measure				Source and methodology	NCP pillar
	2025–26	2026–27	2027–28	2028-29		
Provide rich and rewarding experiences for school students as part of the Parliamentary and Civics Education Rebate program	85,000 onsite students and teachers 315,000 students and teachers participating in virtual programs and online resources	90,000 onsite students and teachers 320,000 students and teachers participating in virtual programs and online resources	90,000 onsite students and teachers 325,000 students and teachers participating in virtual programs and online resources	90,000 onsite students and teachers 330,000 students and teachers participating in virtual programs and online resources	Quantitative data Number of students and teachers who participate onsite and in person in outreach programs booking system	
Continue to expand its digital and outreach programs to students around the country	95% of teachers reporting relevance to the curriculum 95% of teachers reporting overall satisfaction of learning programs Expand outreach through the delivery of the Democracy in a Box learning resource to remote and regional Qld and NT schools	95% of teachers reporting relevance to the curriculum 95% of teachers reporting overall satisfaction of learning programs	95% of teachers reporting relevance to the curriculum 95% of teachers reporting overall satisfaction of learning programs	95% of teachers reporting relevance to the curriculum 95% of teachers reporting overall satisfaction of learning programs	Quantitative and qualitative data Data analysis of survey results, including total number of learning surveys (onsite and online)	

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