



MUSEUM OF
AUSTRALIAN DEMOCRACY



OLD PARLIAMENT HOUSE

ANNUAL REPORT 2024-25

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.

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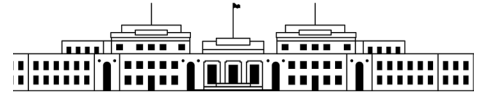
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Cover: Participants at the *Changemakers* workshop at the Wanneroo Library and Cultural Centre; Photo: Wanneroo Library and Cultural Centre

**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 (OPH), I am pleased to present the *2024–25 Annual Report for the Museum of Australian Democracy at Old Parliament House*.

As the accountable authority, the Board is responsible for preparing and providing an annual report, in accordance with section 46 of the *Public Governance, Performance and Accountability Act 2013*. The report was approved by the Board on 10 October 2025.

I commend the governance provided by the Board, the Audit, Finance and Risk Committee, and the continued work of the Museum of Australian Democracy's (MoAD) dedicated staff.

MoAD continues to play a pivotal role in engaging and educating the community on the value and history of Australia's unique democracy. Over the 2024–25 financial year, MoAD continued to expand the programs offered, enabling visitors to understand how democracy works, the value of civic engagement and encouraging them to participate.

Ms Lenda Oshalem was appointed to the Deputy Chair role, following the conclusion of the outgoing Deputy Chair's term. She is currently serving her second term on the Board and has already made a significant contribution.

In July 2024, we welcomed Ms Susan Knowles as a member of the Board. Ms Knowles served as a Liberal Senator for Western Australia from 1984 to 2005 and served in both the Old and New Parliament Houses.

The Board also welcomed the Hon Warren Snowdon in January 2025. Mr Snowdon served as the Member for the Northern Territory (1987–1996 and 1998–2001) and as the Member for Lingiari (2001–2022). He is a valuable addition to the Board.

Finally, the Board welcomed Ms Sarah Davies AM in April 2025. Ms Davies has an extensive career in executive roles in the charity and for-purpose sector promoting the wellbeing of children and young people. We are excited for Ms Davies to share her guidance putting young people first with MoAD education and learning programs, and her insight into philanthropy.

I would like to thank and farewell the outgoing Board members. Mr Bernard Wright AO served on the Board for 8 years, including as Deputy Chair, having also served a year on the predecessor Advisory Council. His contributions to the Board with his Parliamentary knowledge, as the Clerk of the House (2009–2013) were invaluable.

Mr Gerard Wheeler served on the Board from 2021 to 2024, starting his political career as a staffer in OPH. He later worked for then Prime Minister John Howard AC. Prof Gregory Craven AO served on the Board from 2022 to 2025 and made significant contributions with his academic background in constitutional law, government, public policy and federalism.

I also thank Deputy Chair Ms Lenda Oshalem and fellow continuing Board members, Ms Gai Brodtmann and Ms Niki Savva.

As Chair, I will continue to focus on increasing engagement and connection to MoAD at OPH, not just in Canberra but across Australia, as we prepare for the centenary of the opening of the building in 2027.

Yours faithfully,

A handwritten signature in dark ink, appearing to read 'Barrie Cassidy'.

Barrie Cassidy

Chair Old Parliament House Board

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About

The Museum of Australian Democracy (MoAD) was established in Old Parliament House (OPH) in 2009 to provide an enriched understanding and appreciation of the political legacy and intrinsic value of Australian democracy.

As the home of our Federal Parliament from 1927 to 1988, the building and its collections constitute a significant national heritage site that must be conserved for future generations.



Façade of Old Parliament House illuminated for the 2025 *Enlighten* Festival; Photo: Ben Appleton



Purpose and priorities

Our 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.

Our strategic priorities are:

- **Showcasing Old Parliament House**, through its collections and historical interpretation, enabling visitors to understand the importance it played in shaping Australia today.
- **Fostering a museum for the people**, by delivering organisational excellence in serving the Australian community.
- **Sharing the story of Australian democracy**, its social and political history and exploring how this heritage has shaped Australia's unique democracy.
- **Inspiring Australians to participate in their democracy** by developing innovative and informative content.

The priorities support the National Cultural Policy: *Revive: a place for every story, a story for every place*, and MoAD continues to align its programs and activities with *Revive*.

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 the MoAD 2025–26 Corporate Plan and reported against these in its annual performance statements.



Museum of Australian
Democracy
at Old
Parliament
House

Museum of Australian Democracy
at Old Parliament House



VOTERS
ENTRY

Our values

Table 1 MoAD values

We value	We demonstrate
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. 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 finding 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.

MoAD staff welcome voters to Old Parliament House on election day;
Photo: Rohan Thomson

Election Day Quiz

AROUND THE WORLD

Like power point plugs, democracies look a little different in each country.

THE DEMOCRACY SAUSAGE

It's the grease that keeps the democracy machine running.

PUSHING THE ENVELOPE

Aussies that packed quite the democratic punch.

Election Day Quiz

AROUND THE WORLD

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Election Day Quiz

AROUND THE WORLD

Like power point plugs, democracies look a little different in each country.

1. The term 'democracy' originated in which ancient city-state?

2. *True or False?*

Australia was the first country to allow women to stand for parliament.

3. Australia's head of state is:

- ☐ The King
- ☐ The Governor-General
- ☐ The Prime Minister
- ☐ Kylie Minogue.

THE DEMOCRACY SAUSAGE

It's the grease that keeps the democracy machine running.

7. *True or False?*

The earliest recorded example of a sausage was the bratwurst in 14th-century Germany.

8. In a controversial move during the 2016 federal election campaign, Opposition Leader Bill Shorten declared that his sausage in bread was 'the taste of democracy' after eating it.

- ☐ All in one mouthful
- ☐ From the middle
- ☐ Sausage first, bread later
- ☐ On a plate, no hands.

PUSHING THE ENVELOPE

Aussies that packed quite the democratic punch.

13. In 1965, Arrente-Kalkadoon man and civil rights activist Charlie Perkins took a lead role in exposing the marginalisation and poor living conditions of Aboriginal people in what became known as the '_____ Ride'.

14. *True or False?*

Suffragist Vida Goldstein stood for election on five occasions for election on five occasions in 1903 and 1917 and was elected once.

FROM PUB BRAWLS TO CARDBOARD STALLS

A short history of the Australian ballot



Illustrated by Eleri Harris

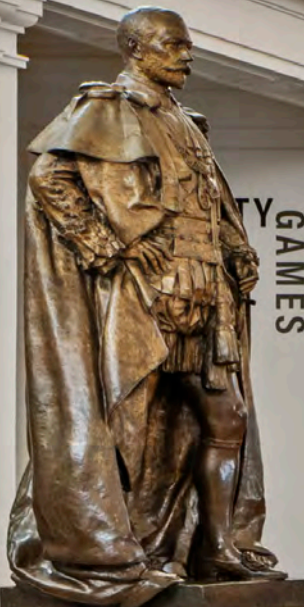
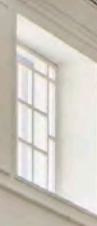
FROM PUB BRAWLS TO CARDBOARD STALLS

A short history of the Australian ballot



Illustrated by Eleri Harris

Director's report



TY
GAMES

PARTY
GAMES



Director's report

This year MoAD continued to engage audiences across the country by sharing the stories of Australia's democracy which have shaped the nation to the present day. MoAD continued to focus on preserving and interpreting the heritage listed Old Parliament House (OPH) and its collections through capital works projects and innovative new exhibitions and displays.

Travelling exhibitions brought experiences to new audiences and communities across the country, providing opportunities for people to engage with and explore how Australia's democratic systems work. Visitors both onsite at OPH and in classrooms across Australia, deepened their understanding of democratic values and how they can participate as engaged citizens in Australia's democracy.

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 is a framework for further development of the sectors.

Accessible Entry upgrade project

The recent upgrade to MoAD's Accessible Entry has created a welcoming, inclusive, and thoughtfully designed arrival experience for all visitors. Located beneath the main entry stairs, the new access point now features improved lighting, climate control, and a direct connection to staffed areas, providing a smooth and comfortable transition into the building.

Visitors using prams or with mobility needs are now greeted by a wheelchair-accessible reception counter positioned close to the newly refurbished shop area. This layout enables staff to provide immediate assistance with orientation and visit planning, enhancing the overall visitor experience.

Clerk of the Senate

MoAD opened the newly interpreted space in the Clerk of the Senate Office in November 2024. The office has been based on 11 November 1975, the day the Whitlam Government was dismissed. Visitors can explore the office where James Odgers CBE, the Clerk of the Senate at the time, worked to keep the office running smoothly. This project was made possible by donations from the 2024 Annual Appeal.

Completion of this project has enabled visitors to understand the role of the Clerk of the Senate during a pivotal time in Australia's democratic history in 1975.

Touring exhibitions

MoAD continues to focus on expanding its touring program, enabling more Australians to access exhibitions and programs related to democracy. Over the last 3 financial years, MoAD has tripled its visitor numbers for touring programs. In 2024–25, MoAD toured 3 exhibitions:

- *Behind The Lines*
- *Changemakers*
- *Great Debates*.

There were more than 78,000 visitors to these exhibitions. The exhibitions travelled to regional communities in Queensland, Victoria, South Australia and New South Wales.

MoAD supported the 125th anniversary of former Prime Minister Sir John McEwen's birth in the town of Chiltern, where he grew up. The anniversary event was held in the historic Chiltern Courthouse. Board Chair Barrie Cassidy addressed event attendees and MoAD contributed with an exhibition of photographs of Sir McEwen. These photographs were part of the Fairfax Archives, a collection of over 8 million photographs produced by Fairfax Media, of which MoAD acquired a small proportion relating to Australian prime ministers and democracy in 2017. Further opportunities to share this collection with the public are being explored.

Previous page: Election Day Quiz collateral;

Photo: Rohan Thomson

Left: Christmas tree erected in King's Hall;

Photo: Ben Appleton



Visitors at the reception desk;
Photo: Ben Appleton

Enlighten

The Australian community continued to engage with MoAD's programs and experiences, such as the *Enlighten* Festival. MoAD's theme for this year was '*A Date with Democracy*', inviting attendees to pause and reflect on their relationship with democracy. OPH was lit up with artwork by Claudia Chinyere Akole and an installation by Megan Pelham invited visitors to sit down for *a date with democracy*. Over 2 weekends there was dancing, love-song and ballad karaoke, and drinks served at the historic Members' Bar. The *Enlighten* program included interactive elements and was well-received, with younger adult and first-time visitors making up a significant proportion of the attendees surveyed.

Mis and Dis Social Media Campaign

Ahead of the 2025 federal election, MoAD launched a national social media campaign designed to spread awareness of misinformation and disinformation and its impact on democracy.

Supported by funding from the Office for Social Cohesion in the Department of Home Affairs, the campaign encouraged audiences to engage with Question of the Day conversation cards. Each card in the deck posed a different question, designed to enable audiences to practise critical engagement skills in an accessible, neutral and inclusive manner.

Social media graphics and videos featuring members of the public engaging with the Question of the Day cards were shared on Facebook, Instagram, Twitter, LinkedIn and YouTube. The campaign reached over 2.3 million people and attracted over 85,000 clicks through to resources on the MoAD website.

2025 Election Festival

MoAD has held election festivals at OPH for every federal election since 2013. OPH served as a polling place for the 2025 federal election, including the week-long pre-polling and polling day on 3 May 2025. Over 27,000 people visited OPH, with over 21,000 voting, the highest number of attendees for any election festival to date. These increased numbers reflect the popularity of OPH as a voting location.

MoAD developed a program for visitors and voters, which highlighted Australia's unique, innovative, democratic system. Through a series of interactive programs, visitors and voters were able to explore aspects of our democratic systems, including learning about the introduction of the secret or 'Australian' ballot and trivia about key moments in Australia's democratic history.

Voters also enjoyed traditional democracy sausages and *Open Air PlayUP* was on offer and welcomed over 1,000 family visitors throughout the day. After voting, visitors received an 'I voted' badge, special edition postcard with an illustration of OPH, and an 'I Voted at Old Parliament House' pencil.



Learning program

MoAD is proud to continue its involvement with the Parliament and Civics Education Rebate scheme (PACER). In 2024–25, almost 85,000 students and teachers visited OPH to participate in onsite school programs. In addition, MoAD delivered digital programs to over 40,000 students in classrooms across country.

School audiences across Australia connected with First Nations storytellers and illustrators through MoAD's digital studios, which delivered large-scale events aligned with key school calendar moments—such as Kirli Saunders during National Recycling Week and illustrator Jade Goodwin in the Back-to-School series.

Partnerships

Partnerships throughout the year have enabled MoAD to engage with local audiences and connect with new communities beyond the Canberra region. MoAD's offerings are greatly supplemented by our corporate partners, such as by the Commonwealth Bank of Australia, the principal partner of *Changemakers*, and community-led media partners in promoting MoAD's activities. We are proud to collaborate with Canberra-based organisations who offer valued services through destination accommodation and expert advice.

The major philanthropic gift from Tim Fairfax AC and Gina Fairfax AC has provided incredible support to MoAD's

education outreach to create and lead the *Democracy in a Box* program. This initiative is targeted at regional and remote schools, equipping teachers and primary-year school students with the resources to deepen their understanding of civics education. During the year, MoAD developed the resources to launch its pilot phase to 40 schools in remote Queensland and the Northern Territory in Term 3, 2025.

I thank the ongoing advocacy of the Clem Jones Foundation and the Henry Parkes Foundation, who continued to support MoAD this year. The Henry Parkes Foundation's dedicated contribution towards the 2025 Annual Appeal will assist with the conservation and research of the Graeme 'Bluey' Thomson Photographic Collection. The Collection comprises of hundreds of press photographs, press passes and an award belonging to Press Gallery photographer Graeme 'Bluey' Thomson. Support from the Clem Jones Foundation has helped fund a new *Teaching Civics and Citizenship* digital program and deliver professional development for teachers across the country.

In June 2025, MoAD partnered with the St Vincent de Paul Society Canberra/Goulburn region to host the successful 2025 Vinnies CEO Sleepout. More than 120 leaders from business, community and government across the ACT, including MoAD's Deputy Director, Andrew Harper, spent a night sleeping in MoAD's House of Representative and Senate courtyards to raise awareness of the impacts of homelessness and raise funds for crisis accommodation, food relief and outreach services.

In addition, all donations from our engaged community of supporters continue to make a difference to the Museum. Their generosity has been vital to our education programs and helped us with core projects that have transformed our onsite spaces and will preserve MoAD's national collection.

Award-winning

MoAD was recognised for its continued excellence in cultural tourism, winning gold in the Cultural Tourism category at the 2024 Canberra Region Tourism Awards.

This achievement saw MoAD progress to the national Australian Tourism Awards, where the entry was highly commended in the same category.

These honours reflect MoAD's ongoing commitment to delivering meaningful, high-quality visitor experiences that connect audiences with Australia's democratic story and affirm its standing as a leading cultural tourism destination at both regional and national levels.



Above: MoAD Staff with Phillipa Harrison, Managing Director of Tourism Australia at the 2024 Canberra Region Tourism Awards; Photo: Canberra Region Tourism Awards

Right: Sammy J performing at the *Behind the Lines* 2024 Exhibition Launch; Photo: Rohan Thomson

Appointments

The Hon Tony Burke MP, Minister for the Arts, appointed Ms Susan Knowles to the OPH Board, commencing 8 July 2024. Ms Knowles served as a Senator for Western Australia between 1984 to 2005 and held roles including Liberal Deputy Whip in the Senate, shadow minister, and chaired several committees. Ms Knowles will bring her experience as a former Senator, including her personal connection having worked in OPH before the seat of government was moved to 'new' Parliament House in 1988.

The Hon Warren Snowdon was appointed to the Board by the Hon Tony Burke MP, Minister for the Arts commencing in January 2025. Mr Snowdon was a Labor MP, serving as the Member for the Northern Territory between 1987 to 1996 and 1998 to 2001 and as the Member for Lingiari between 2001 to 2022. He served as a Minister in the Rudd and Gillard governments, including Minister for Veterans' Affairs. Mr Snowdon has the distinction of being the last parliamentarian serving who also served in OPH.

The Board welcomed a third new member with the appointment of Ms Sarah Davies AM in April 2025. Ms Davies has an extensive career in the charity and for-purpose sector, working closely with causes relating to the wellbeing of children and young people. Ms Davies also has strong experience with the philanthropic community in Australia, including serving previously as CEO of Philanthropy Australia. She is currently the CEO of the Alannah & Madeline Foundation.

The Board also farewelled several members this year. Board Deputy Chair, Mr Bernard Wright AO, who served on the Board since its inception in 2016, and on the predecessor Advisory Council, Mr Gerry Wheeler, and Prof Gregory Craven AO all finished terms with the Board this year. I would like to extend my sincere thanks and best wishes to all the outgoing members.

Ms Lenda Oshalem was appointed to the Deputy Chair of the Board to replace Mr Wright. Ms Oshalem has served on the Board since July 2021 and will continue to bring her passion for community engagement and capacity building to the Board.

I would like to extend my thanks to all those who have supported MoAD throughout the year. Thank you to the OPH Board and Audit, Finance and Risk Committee members for their invaluable guidance and oversight and to the dedicated volunteers, generous supporters, and committed staff. Their passion, hard work, and unwavering support have been central in helping MoAD engage with all audiences and share the story of our democracy. Together, we continue to share Australia's story of democracy and inspire people to participate.

Stephanie Bull
Director



Snapshot of 2024–25

JULY AUGUST SEPTEMBER OCTOBER NOVEMBER DECEMBER

Speaker of the House of Representatives the Hon Milton Dick MP visits MoAD

Strengthening Australian Democracy event, hosted by MoAD on behalf of Home Affairs, included a major speech on the state of Australian Democracy by the then-Minister for Home Affairs, the Hon Clare O'Neil

NAIDOC Week celebrations

Behind the Lines 2023 tours to the State Parliament of New South Wales

MoAD hosted the Henry Parkes Oration, delivered by Board Chair Barrie Cassidy



Changemakers

Objects from the *Changemakers* exhibition were shown at the 2024 Capital Region Showcase

Behind the Lines 2023 tours to The Bob Hawke Prime Ministerial Centre at the University of South Australia

Democracy Fast Facts print collateral launched with the general public and students for International Day of Democracy

MoAD hosted the opening night and other events during the 2024 Canberra Writers Festival

President of the Senate the Hon Sue Lines toured the building

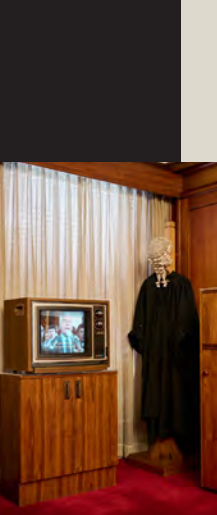
MoAD supported the inaugural *Strengthening Social Cohesion Conference* in Parramatta with panels from the *Great Debates* travelling exhibition

Changemakers tours to the Swan Hill Regional Art Gallery, Vic

Media Literacy Week digital events with 2025 ambassadors Kate and Jol Temple

Supported celebrations for the Fiftieth Anniversary of the establishment of the Office for Women, hosted by Department of the Prime Minister and Cabinet

Behind the Lines 2024 launched at MoAD



MoAD supported the Menzies Institute to launch their publication *Unity in Autonomy*, with a small exhibition

PlayUP Takeover for World Children's Day

National Recycling Week digital event with Kirli Saunders

Former Prime Minister, the Hon John Howard AC visited and spoke to staff and volunteers

MoAD wins the Cultural Tourism Award at the 2024 Canberra Region Tourism Awards, and a highly commended in QANTAS Australian Tourism Awards

JULY AUGUST SEPTEMBER OCTOBER NOVEMBER DECEMBER

2024

Snapshot of 2024–25

JANUARY

Brian Bourke's 'Maker's Mark' discovered during roofing works, which the family of the late Mr Bourke visited

The Hon Warren Snowdon commenced as OPH Board member

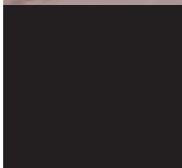
Changemakers tours to the Max Webber Library, Blacktown, NSW

School holiday program

FEBRUARY

Reopened the upgraded Accessible Entry, with improved levels of visitor comfort, accessibility, circulation, security and appearance

MARCH



Changemakers tours to Her Place Women's Museum, Melbourne, Vic

Enlighten Festival 2025: A Date with Democracy

APRIL

Ms Sarah Davies commenced as OPH Board member

School holiday program

MAY

Behind the Lines 2024 tours to the Gladstone Regional Art Gallery and Museum, Qld

Changemakers tours to the Western Plains Cultural Centre, Dubbo, NSW

OPH served as a polling place for the 2025 federal election. MoAD hosted an election festival with additional activities for visitors

National Simultaneous Storytime partner

JUNE

2025 Vinnies CEO Sleepout hosted at OPH

JANUARY

FEBRUARY

MARCH

APRIL

MAY

JUNE

2025



Our organisation

Our organisation

MoAD is part of the Department of Infrastructure, Transport, Regional Development Communications, Sport and the Arts portfolio. The Minister for the Arts is the Hon Tony Burke MP, who is also the:

- Minister for Home Affairs
- Minister for Cyber Security
- Minister for Immigration and Citizenship
- Leader of the House.

Functions

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

Its functions are to:

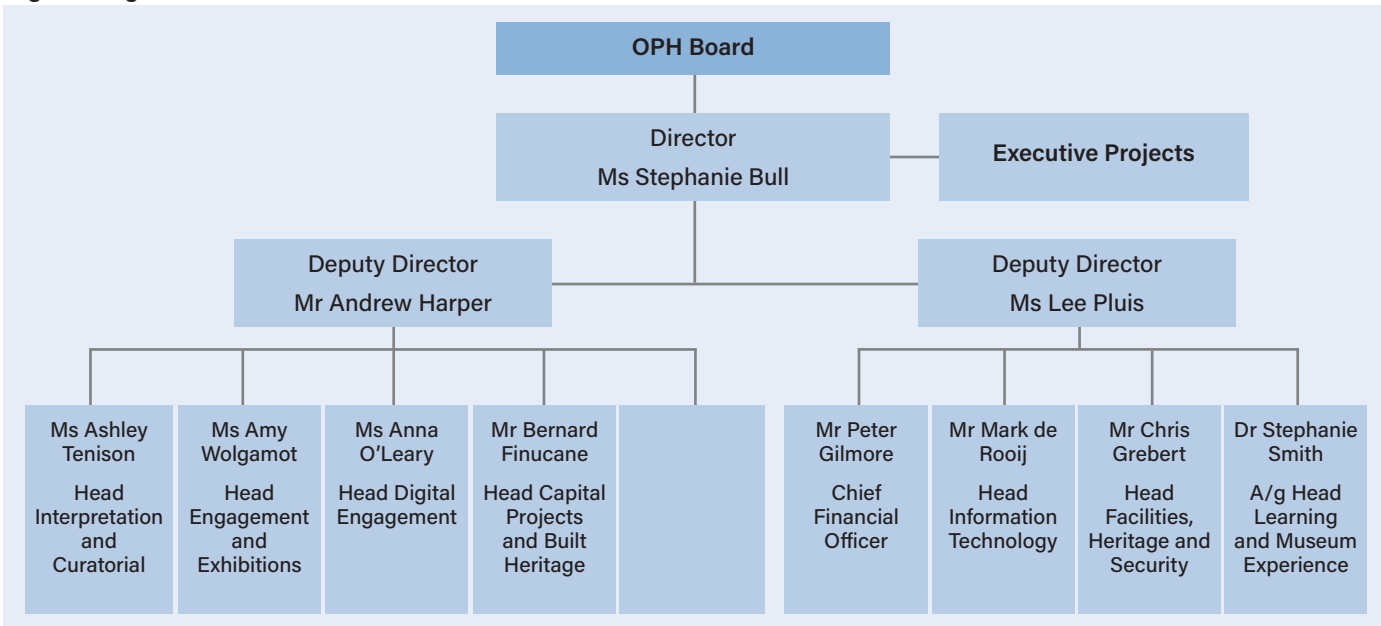
- conserve, develop and present the OPH building and collections
- provide public programs and research activities related to Australia's social and parliamentary history
- provide a range of other services for visitors to OPH
- undertake other relevant tasks as the Minister responsible for OPH may require from time to time
- undertake such other functions as are conferred on OPH by the Rule or by any other law of the Commonwealth
- do 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 Public Governance, Performance and Accountability (Establishing Old Parliament House) Rule 2016.

MoAD OPH had no subsidiaries in 2024–25.

Figure 1 Organisation structure at 30 June 2025



'At MoAD our focus is to connect people to Australia's democracy and inspire Australians to explore, understand, value and engage with their democracy, so that Australia can continue to be a successful democratic nation.'

Barrie Cassidy (Chair)

The MoAD Board

The Board is the accountable authority for MoAD under the *Public Governance, Performance and Accountability Act 2013* (PGPA Act).

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 group 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. Board members are also inducted into the IT systems of MoAD ensuring they can participate fully and remotely where necessary.

Previous page: Final touches being made to the Clerk of the Senate interpretation; Photo: Rohan Thomson



Board membership

The Board consists of a Chair, Deputy Chair, the OPH 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 2024-25, the Board had a full complement of 8 members. The Board met 4 times in 2024-25.

Table 2 sets out each Board member's attendance during the year and the number of terms they have served.

Table 2 MoAD Board members at 30 June 2025

Name	Position	Period of Appointment	Meetings attended/eligible to attend
Mr Barrie Cassidy	Chair	1st term: 30 May 2023 to 29 May 2026	4/4
Mr Bernard Wright AO	Deputy Chair (outgoing)	1st term: 8 December 2016 to 7 December 2019 2nd term: 9 December 2019 to 8 December 2022 3rd term: 9 December 2022 to 8 December 2024	2/2
Ms Lenda Oshalem	Member & Deputy Chair	1st term: 8 July 2021 to 7 July 2024 2nd term: 23 July 2024 to 21 July 2027 Commenced as Deputy Chair 22 January 2025	4/4
Ms Gai Brodtmann	Member	1st term: 30 May 2020 to 29 May 2023 2nd term: 29 May 2023 to 28 May 2026	4/4
Professor Gregory Craven AO	Member (outgoing)	8 April 2022 to 8 April 2025	2/3
Ms Sarah Davies AM	Member	1st term: 9 April 2025 to 8 April 2028	1/1
Ms Susan Knowles	Member	1st term: 8 July 2024 to 7 July 2027	4/4
Ms Niki Savva	Member	1st term: 28 March 2024 to 27 March 2027	4/4
Mr Gerry Wheeler	Member (outgoing)	8 July 2021 to 7 July 2024	0/0
The Hon Warren Snowdon	Member	1st term 22 January 2025 to 21 January 2028	2/2
Ms Stephanie Bull	Member	22 February 2023 to 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 also 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. When Mr Cassidy returned to Australia he 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.



Ms Lenda Oshalem (Deputy Chair)

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 Chair of Minderoo Pictures. She has also previously served as a member of the Board of Auspire, the Australia Day Council (WA), 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 and appointed to a second term on 22 July 2024. She was appointed Deputy Chair on 22 January 2025.

Opposite: L-R, Mr Barrie Cassidy, Ms Stephanie Bull, Ms Sue Knowles, the Hon Warren Snowdon, Ms Sarah Davies AM, Ms Niki Savva (seated), Ms Lenda Oshalem, Ms Gai Brodtmann; Photo: Rohan Thomson



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.

A former Member of Parliament for Canberra (2010–2019), Ms Brodtmann served as the Shadow Assistant Minister for Cyber Security and Defence and contributed extensively to parliamentary committees focused on foreign affairs and defence, governance, accountability and Australia's national institutions. Her work on the Joint Standing Committee on the National Capital and External Territories, including as Deputy Chair of its 2019 inquiry into national institutions, continues to inform her contributions to MOAD.

Ms Brodtmann is a long-standing advocate for Australia's national institutions and their role in fostering civic engagement, democratic literacy, social cohesion and public trust.

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 Sarah Davies AM

Ms Sarah Davies has held leadership and executive positions in the charity and for-purpose sector for the last 20 years.

In March 2021, she joined the Alannah & Madeline Foundation as the CEO, joining a highly committed community and team. The Foundation works to make sure children can grow up happy, safe and strong in their online and offline worlds, free from violence and with the support and strategies they need to thrive.

Ms Davies has previously held roles with Kids Under Cover, The Reach Foundation, and Philanthropy Australia

Her desire to work with like-minded people, to ensure that children and young people are safe and secure, building positive futures, was forged through 18 years as a Director of Kids Under Cover, working to prevent youth homelessness and an exciting and rewarding 4 years as the CEO of The Reach Foundation, working to improve the wellbeing of young people so they can get the most out of life.

Prior to joining the Alannah & Madeline Foundation, her work as CEO of Philanthropy Australia enabled and supported the growth and evolution of thoughtful giving to achieve more and better philanthropy. This was not her first role in the philanthropic sector as she was the CEO of the Australian Communities Foundation for 4 years, enabling accessible philanthropy and matching donor interests to emerging social issues and needs of communities.

In addition to her professional roles, Ms Davies also serves on a range of Boards and committees. Her current community Board roles include Chair of the Australian Charities and Not-for-profits Commission Advisory Board, and non-executive director of the Sisterhood Foundation and Social Ventures Australia.

Ms Davies' first term on the Board commenced on 9 April 2025.



Ms Sue Knowles

Ms Knowles was a Liberal Senator for Western Australia from 1984 to 2005. Hence, she served in the old and new Parliaments.

During that time, she held various positions, including Deputy Whip in the Senate, Shadow Minister and Chair of numerous committees.

She brings this connection, experience and knowledge of Australian politics and the building to the Board. Ms Knowles also brings the experience and wisdom of several Board appointments since leaving Parliament in 2005, including some in the tourism sector.

Prior to being a Senator, Ms Knowles held senior managerial positions in the office equipment industry.

Since retiring from the Senate, Ms Knowles has served on several Boards and committees. She has also been involved in the tourism industry in Western Australia as a former Board member of the Tourism Council of Western Australia and (currently) as Chairman of 2 resorts. Most recently, she was Convenor of the Classification Review Board and is currently a member of the Advertising Standards Community Panel.

Ms Knowles' first term on the Board commenced on 8 July 2024.



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 the Hon Peter Costello AC and Prime Minister the Hon John Howard AC 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 Australian Book Industry Awards (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.



The Hon Warren Snowdon

The Hon Warren Snowdon is a former MP and Minister, having served as the Member for the Northern Territory from 1987 to 1996 and from 1998 to 2001 and as the Member for Lingiari from 2001 to 2022.

Mr Snowdon was a Parliamentary Secretary in the Hawke and Keating governments and served in several Ministerial positions during the Rudd and Gillard governments, including Minister for Defence, Science and Personnel, Minister for Veterans' Affairs, and Minister for Indigenous Health. He was also the Minister Assisting the Prime Minister on the Centenary of Anzac.

Across his parliamentary career, when not a member of the executive, Mr Snowdon served on several parliamentary committees, including for a long time on the Joint Parliamentary Committee on Foreign Affairs, Defence and Trade.

Mr Snowdon was the last serving Member of Parliament to have been an MP while OPH was still used as the seat of the Australian Government.

Prior to his election to Australian Parliament, Mr Snowdon worked as a teacher in the Northern Territory, and as a researcher at the Australian National University. During this time, Mr Snowdon was a co-author of *A Certain Heritage: programs for and by Aboriginal families in Australia* with Dr H. C. Coombs and Dr Maria Brandl. Immediately prior to becoming a Member of Parliament, Mr Snowdon was working as a policy officer at the Central Land Council in Alice Springs.

Mr Snowdon is currently serving on the Board of the Australian War Memorial, the Board of Soldier On Australia, and was, until recently, serving on the Advisory Board for the Indigenous Eye Health Unit at the University of Melbourne. Mr Snowdon has had a career-long interest in Indigenous matters and the Defence Forces.

Mr Snowdon's term commenced on 22 January 2025. He spends his time between Canberra and the Northern Territory.



Mr Bernard Wright AO (Deputy Chair, outgoing)

Mr Bernard Wright AO was Clerk of the House of Representatives from 2009 to 2013 and holds a Bachelor of Political Science in Asian Studies from the Australian National University.

He joined the staff of OPH in 1972, spending more than 4 decades working there, and in the New Parliament House, 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 Register 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. He has continued to write and speak on parliamentary subjects.

Mr Wright is based in the ACT and served on the OPH Advisory Council from 26 March 2015 to 7 December 2016. He completed his third term as a member of MoAD's Board, in December 2024.



Mr Gerard (Gerry Wheeler) (outgoing

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 the Hon John Howard AC. 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's term concluded on 7 July 2024.



Professor Gregory Craven AO (outgoing

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 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 and a member of the National Catholic Education Commission and the Truth, Justice and Healing Council. He continues to teach at the ACU.

Professor Craven's term concluded on 7 April 2025.



Ms Stephanie Bull

Ms Stephanie Bull was appointed Director of MoAD in February 2023. Accordingly, Ms Bull is a member of the OPH 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



Our people

The Director and the Deputy Directors form the Executive and the Director sits on the Board as a member.

The Director is responsible for:

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

The Deputy Directors are responsible for:

- supporting the Board and the Director in developing and implementing the strategic vision
- leading delivery of heritage, interpretation, capital projects, and corporate services
- managing the operations of the Museum and engagement programs
- 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, corporate services and administration. Our volunteers add personal memories and reflections on OPH and Australian political history to the visitor engagement program.

Our teams collaborate to help shape the stories that MoAD shares.

Engagement and Exhibitions

The Engagement and Exhibitions team encourages visitors to engage with their democracy through building evocative contemporary exhibitions. The team develops engagement-driven public programs and exhibitions that are visitor centric, encouraging an increased appreciation of Australia's political legacy and a commitment to shaping our democratic future. Our outreach program takes MoAD's exhibitions to regional and remote parts of Australia.

Previous page: The audience at the *Behind the Lines 2024* Exhibition Launch; Photo: Rohan Thomson
Above: Conservation on a leather chaise; Photo: Ben Appleton

Interpretation and Curatorial

The Interpretation and Curatorial team is responsible for the content development for interpreted spaces, exhibitions and online products. The team applies contemporary curatorial and interpretive practice, as well as extensive knowledge of Australian history to re-create rooms that reinterpret key moments in OPH's history.

The team works closely with the Engagement and Exhibitions, Learning and Museum Experience and Digital teams to deliver informative and thought-provoking experiences. The team also manages object acquisition and leads strategic approaches to MoAD's collection, working closely with colleagues in Heritage and Collections. The team contributes to creating engaging experiences across a variety of projects and programs that reflect and embody the heritage values of OPH and foster meaningful discussions about the building's history and democracy.

Learning and Museum Experience

The Learning and Museum Experience team is responsible for demonstrating high-quality customer service and being the first point of contact for visitors and schools to MoAD.

The Learning section develops and delivers outstanding daily tours, after hours section experience, special events, schools programs aligned to the national curriculum, and professional development for teachers. They also deliver programs under the Parliament and Civics Education Rebate (PACER), which enables students from across Australia to travel to Canberra and participate in programs at national cultural institutions, such as MoAD. The section consistently receives high praise for their warm, friendly and customer-oriented approach from visitors, students, and teachers.

The Museum Experience section ensures that visitors of all ages have high-quality experiences throughout the Museum. They develop, coordinate and deliver the tour program which includes:

- Highlights Tour
- Midday Mystery Tour
- Chifley's Tour
- First Nations Experiences of Democracy Tour
- Home Away from Home Tour
- First Women in Parliament Tour
- Old Haunted House Experience.

Each tour emphasises different stories, perspectives and histories of the building and the collection.

Digital Engagement

The Digital Engagement team is responsible for shaping the digital experience and social media campaigns of the Museum. This includes developing onsite and online content, managing the Museum's social media presence, enhancing exhibitions and interpreted spaces, and sharing the MoAD collection through digital media. This work increases engagement, activation and learning opportunities for visitors and ensures the MoAD collection and exhibitions are shared with a wide and varied audience.

Information Technology

The Information Technology (IT) team is responsible for establishing, maintaining, and securing MoAD's digital and physical technology infrastructure. They provide support to staff, ensuring reliable systems and services across all areas of the Museum. The team also leads investment in information management systems to manage risk, improve operational efficiency, and enhance audience experiences, while strengthening MoAD's cybersecurity and cyber-resilience capabilities.

Facilities, Security, Heritage and Collections

The Facilities and Security team is responsible for maintaining a clean, safe and secure environment for visitors, tenants, and staff. The team manages the day-to-day operations and requirements of the building, including maintenance, gardening, utilities, cleaning, waste management, pest control, security guarding, access control, CCTV and delivers smaller capital upgrades. The team also oversees catering and venue management and manages 7 tenancies and an offsite storage facility.

The Heritage and Collections team is responsible for the collections held at OPH and those in the offsite storage facility. The team leads the 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*.

Capital Projects and Built Heritage

The Capital Projects and Built Heritage team plans, manages and delivers the capital works program for OPH, focusing on major refurbishment and restoration projects. This includes upgrading building infrastructure in ways that are sensitive to the site's heritage significance and preserving its historic fabric. Funding is provided through the government's annual budget and New Policy Proposal allocations.

Capital works are primarily guided by the Life Cycle Cost Plan, which maps capital investment requirements for OPH over a 15 year horizon and the Heritage Management Plan. The team also responds to unscheduled works, such as repairs following weather events or fire damage. In collaboration with teams from across the organisation, the Capital Projects team undertakes modifications to enhance public spaces and improve the visitor experience in preparation for OPH's centenary.

Development, Marketing, Communications and Commercial

The Development, Marketing, Communications and Commercial team works across MoAD to drive own-source revenue and build MoAD's profile.

The Development team manages and grows corporate partnerships, philanthropy and grants to support the work of MoAD.

The Marketing and Communications team oversees media, public relations, tourism marketing, campaign marketing, audience research and insight, museum collateral, as well as development of advertising materials and marketing collateral.

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





Finance and Human Resources

The Finance team oversees MoAD's financial management framework, including internal controls, delegations, Accountable Authority Instructions, procurement, asset management, budgeting, and financial reporting.

By ensuring the efficient, effective and compliant use of financial resources, the team supports MoAD's strategic objectives and overall organisational success.

The Human Resources team provides a comprehensive range of workforce and workplace relations services to support MoAD's operations. Payroll services are delivered through a shared services arrangement. The team focuses on implementing contemporary human resources strategies to build and sustain an effective, capable and engaged workforce.

Executive Projects

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

The team also provides records management services to staff, including digitisation initiatives and the development of policies and procedures that support effective and compliant records management across the organisation.

The Executive Projects team prepares or coordinates key planning, accountability, and transparency measures. This includes business and strategic planning, coordinating provision of internal audit, annual reporting, Senate Estimates briefings and appearances, responses to Questions on Notice, policy advice, and liaison with the Minister's office and other government departments.

Left: Scaffolding during roofing works;
Photo: Manteena Group
Following page: 2024 Political
Cartoonist of the Year, Megan Herbert;
Photo: Rohan Thomson



**NO GUTS NO GLORY
BEHIND THE LINES**

The year in political cartoons 2024



2024 POLITICAL CARTOONIST OF THE YEAR

Megan Herbert

MOAD

Museum of Australian Democracy
at Old Parliament House

Highlights of the year

Highlights of the year

MoAD offers onsite and online exhibitions, activities and programs that showcase the OPH building and share the story of Australia's democracy.

We also have a capital works and conservation program to care for the building and its objects.

Onsite exhibitions and experiences

This year, MoAD continued to deliver exhibitions and experiences to appeal to a wide range of audiences, including an emphasis on encouraging new visitors to OPH through experiences such as the *Enlighten* Festival activation, regular tour offerings and school holiday programming.

Behind the Lines 2024: No Guts, No Glory

The popular annual *Behind the Lines: The Year in Political Cartoons* exhibition opened in November 2024. As one of Australia's longest-running annual exhibitions, *Behind the Lines* celebrates the talent of this country's leading cartoonists as it gathers their work to present a unique time capsule of the year in Australian politics. Showcasing the work of 40 artists from across Australia, this year's exhibition, *No Guts, No Glory*, used the passion and spectacle of sport as a powerful metaphor to explore the key political issues and current affairs that have defined 2024.

Megan Herbert was named the 2024 Political Cartoonist of the Year. Her work was praised by the judges for demonstrating a sophisticated range of visual techniques and commenting on a broad range of issues in an even-handed way that connects with and involves her audience.

This year's exhibition showcased new cartoonists, including Aaron Billings, Matt Huynh, and Scott Wrigg and reflected on the way traditional newspaper and magazine cartoons are breaking with tradition and embracing digital media and self-publishing platforms.

The exhibition was accentuated by several themed activities, including a Guess Who board, featuring the cartoon characters, a themed Foosball table, and a selection of sporting outfits, each with a play on words, for participants to model.

Learning

MoAD is one of the four mandatory Parliament and Civics Education Rebate (PACER) institutions, along with the National Electoral Education Centre (which is hosted within OPH), Australian Parliament House, and the Australian War Memorial. PACER is an Australian Government initiative to provide rebates to support students from across the country to visit these institutions.

The Learning team offers 5 different experiences, catering to students from Year 2 to Year 12. In 2024–25, 134,906 students and teachers participated in onsite, digital and outreach programs, with 85,025 attending onsite facilitated experiences and the remainder partaking in digital programs and outreach experiences. Of these, 74,498 (approx. 88%) were primary students and teachers, and the remainder secondary.

Right: *PlayUP* interactive wall;
Photo: Lean Timms



Feedback from students and teachers was overwhelmingly positive, maintaining our high standard of delivery and alignment to the Civics and Citizenship curriculum content descriptors. Survey data responses remain high with 98% of teachers choosing Good or Excellent to describe their experience and 98% of teachers agreeing that the program aligns to the curriculum.

The Learning team delivered a range of series of *Back to School* digital events in early February 2025 to support teachers and students with goal setting and routines as they settled into their new classes. Guests included authors James Foley, Charlotte Baker, and Andy Geppert, and illustrator Jade Goodwin. A highlight for the team was welcoming Kirli Saunders to lead a student digital session with 7,048 students participating, and teacher professional development for Reconciliation Week with 122 teachers connecting to learn more about teaching First Nations perspectives in their classrooms.

School holiday programs

School holiday programs offer families and young people opportunities to spend time at OPH. MoAD has expanded its offerings to include craft for older children and introduced new workshop activities, including drawing with cartoonist Fiona Katauskas and David Conley, yoga sessions and painting with local artist Ineka Voigt.

The craft offers have centred on themes of care for Country and backyard flowers and bugs to coincide with NAIDOC Week and the beginning of spring. Our popular, and often sold-out workshop sessions have offered young people the opportunity to learn more about cartooning, test out their own skills and craft a message. Through Ineka's painting workshops in the House of Representatives Courtyard, she connected groups with local flowers and animals, exploring composition, colour, shape and texture.

MoAD hosts *Open Air PlayUP* as an extended version of the regular *PlayUP* exhibition, dedicated to our youngest visitors. The program is hosted several times each year as part of MoAD's school holiday offerings. *Open Air PlayUP* is a drop-in program that provides families with the opportunity for active free choice play in the Senate Courtyard.

PlayUP facilitators enhance the visitor experience by initiating conversations and bringing visitors together in a relaxed, playful experience while connecting visitors with the Museum and with *PlayUP* exhibition concepts. Attendance at *Open Air PlayUP* remains high, with over 1,900 visitors playing in the sun over the last 2 facilitated week-long school holiday programs.

PlayUP programs

PlayUP is MoAD's permanent children's exhibition, allowing visitors of all ages, and their families, to connect with themes around democracy at an age-appropriate level. Research indicates that people who have engaged with museums as young children maintain a higher level of civic engagement into adulthood.

The *PlayUP* exhibition continues to be an important place for families and children to connect with concepts of democracy. For the first time in November 2024, the *PlayUP* Takeover event was introduced to celebrate World Children's Day. This new offering welcomed over 700 visitors to MoAD for the single day event, attracting both new and repeat visitation. In May 2025, *Open Air PlayUP* hit record attendance with over 1,000 visitors joining to play outside together in the Senate Courtyard on Election Day.

HIGHLIGHTS OF THE YEAR

Office for Social Cohesion collaboration

MoAD has been collaborating with the Office for Social Cohesion (formerly known as the Strengthening Democracy Taskforce) throughout the 2024–25 year. This included the former Minister for Home Affairs, the Hon Ms Clare O'Neil MP, presenting the framework on the state of Australia's democracy at an event hosted at OPH on behalf of the Department of Home Affairs.

A panel discussion followed, including Minister O'Neil, Professor Mark Kenny, and members of the Strengthening Democracy Taskforce Expert Advisory Committee, Ms Leila Smith and Professor Rod Simms AO.

This collaboration also resulted in MoAD displaying travelling exhibition material at the Office for Social Cohesion event held in Sydney and developing informative material to support their work. This event was organised by Western Sydney University and the NSW Premier's Department.

As part of this event, MoAD delivered a satellite student workshop at MoAD in October 2024 which involved 120 Year 10 to 12 students from high schools and colleges across the ACT. The event included guests such as Sammy J, Speaker of the House – the Hon Milton Dick MP, then-Member for Bass Bridget Archer, Ashleigh Streeter-Jones, Anargya (Eggy) Djatikusumo and Kuba Meikle, who participated in panel sessions and discussions with students.

MoAD created an *Australian Democracy Fast Facts* brochure which was translated into a series of key languages in partnership with the Office for Social Cohesion. MoAD also developed a politically neutral civics education campaign for the 2025 federal election, aimed at educating the public with tools and skills to identify misinformation and disinformation.

Digital

This year, the Digital Engagement team has focused on revitalising MoAD's YouTube channel, delivering explainer videos on popular topics, collection stories and trend-based short form videos. This has resulted in a significant increase in views and new subscribers.

Media and social media

Digital Engagement continued to produce trend-driven and collaborative social media content to broaden MoAD's reach. This included high production storytelling videos designed to make democracy accessible, for example, a romantic comedy inspired film trailer for democracy and a review of political cartoons with comedian Rowdie Walden and cartoonist Megan Herbert.



MEGAN HERBERT
No Guts, No Glory
Minister of Australian Democracy
at Old Parliament House
18 November 2024

Megan Herbert responds to the theme of *Behind the Lines 2024: No Guts, No Glory* by shuffling some of our major politicians into a competitive basketball game. In a winning Political Cartoonist of the Year winner, the judges praised her versatility, her visual technique and her ability to use a...

The team also delivered multichannel campaigns for *Enlighten* 2025, the 2025 federal election, the Clerk of the Senate interpretation, *Behind the Lines*, and the Graeme 'Bluey' Thompson Annual Appeal. These campaigns highlighted behind-the-scenes museum activities, explored Australia's political history, and profiled inspiring individuals.

Media peaked around MoAD's major exhibitions and events, including *Behind the Lines*, the *Enlighten* Festival, and the federal election. In addition, MoAD was a trusted source for interviews and commentary on Australian politics, history, and democracy.

Capital works and heritage conservation

We continued to deliver major capital projects in accordance with relevant Australian Standards and National Construction Codes, the *Environment Protection and Biodiversity Conservation Act 1999* and the Heritage Management Plan, which ensure the conservation of the heritage values and the ongoing sustainable use of OPH.

Roof remediation

The roof remediation works progressed well during 2024-25. These works were initiated following a damaging hailstorm in February 2020. Much of the roof over the southeast wing (House of Representatives) and the main galleries of the building was replaced during the year.

During construction works, in January 2025, a maker's mark was discovered on plumbing works written by the late Mr Brian Bourke, who had been an apprentice plumber in 1960. Brian Bourke's family were invited to inspect the mark on the roof in situ, which has been protected by a permanent plaque.

Collections care and development

MoAD's collection provides a tangible record of the ideas, movements, individuals and events that have shaped Australia's democracy. Throughout 2024-25 we maintained an active program of collection development, preservation and access. During the reporting period, 20.03% of the collection was available for public viewing.

MoAD accessioned over 230 new items into the collection, via donations, gifts and purchases. Examples of key acquisitions for the collection included:

- a pair of cufflinks fashioned from souvenir florin coins commemorating the opening of Parliament House in 1927, both with the pin attachments intact

- a silk ball gown displaying lines from the Uluru Statement of the Heart in support of the 'Yes' campaign for the Voice referendum, designed by the clothing brand Clothing the Gaps and worn by Senator for Victoria, Jana Stewart, a proud Mutthi Mutthi and Wamba Wamba woman, at the Midwinter ball at Parliament House in June 2023
- the photographic archive and other assorted documentation, created by or belonging to press photographer Graeme 'Bluey' Thomson between the 1960s and 1980s, some during his time working in the Press Gallery at OPH
- a homemade top hat, painted with a design inspired by the flag of the United States of America, worn during a political protest about foreign investment in Adelaide in 1974.

The collection continues to grow primarily through donations, with some objects purchased through acquisition resourcing. These generous contributions share personal narratives of Australia's democracy, Australia's parliamentary history and the history of OPH with audiences throughout the building and online.

We extend our sincere thanks to all donors — including those who chose to remain anonymous — for their support in helping shape the collection this year:

- David Dixon
- The Hon Dr Andrew Leigh MP
- Weightman-Kasper Family
- Danny Eastwood
- Rob Lundie
- Department of the House of Representatives, Australian Parliament House
- The Hon Paul Fletcher MP
- McManus Family
- Neal Gowen
- Edwina Menzies
- Noel Hicks AM
- Nicholls Family
- Canberra Women's Centre
- Jan Howard
- Professor Marian Sawyer
- Euroa for Yes 2023 campaigners.

A print of No Guts, No Glory by Megan Herbert in the *Behind the Lines* exhibition; Photo: Rohan Thomson

HIGHLIGHTS OF THE YEAR

MoAD maintains an active outward loan program, with 133 objects provided during the reporting period. A key item from our heritage furniture collection, the Prime Minister's desk designed by John Murdoch, is on display in the John Howard Library at OPH.

Our loans also extend beyond the building. We continued to support the Robert Menzies Institute in Melbourne with 2 election handbills from the 1949 federal election and a framed verse by Longfellow. A dress sword used by the Usher of the Black Rod remains on loan to Australian Parliament House. In addition, our Women's Electoral Lobby banner continues to tour nationally as part of the National Archives of Australia exhibition *Disrupt, Persist, Invent: Australians in an Ever-Changing World*.

MoAD also displays objects borrowed from cultural institutions, private lenders and other organisations to augment its existing collection. This year, MoAD exhibited 344 borrowed objects.

Loaned objects on display included:

- a campaigning emergency kit made by former MP for Indi Cathy McGowan for current MP for Kooyong Monique Ryan in 2022 - loaned from Dr Monique Ryan MP / Australian Parliament House
- a double barrel pistol used by Peter Lalor at the Eureka Stockade – loaned from the State Library of Victoria
- a publication of *Aborigines claim citizen rights! a statement of the case for the Aborigines Progressive Association, 1938* – loaned from The National Library of Australia
- a magazine, *The Dawn, A Journal for the Household*, 1899 – loaned from the Museum of Applied Arts & Sciences.

The Jack Green exhibition, first installed in 2022–23, was extended through 2024–25, allowing MoAD to continue sharing this significant collection and highlighting First Nations people's experiences with democracy. The exhibition will conclude in 2025–26 to make way for a new display in the gallery space.

The team continued maintaining gallery displays and rotating MoAD and loaned objects to protect light-sensitive items, ensuring they remain preserved while still accessible to visitors.

These included:

- the Bonegilla Migration cards from the National Archives of Australia, on display in the *Democracy DNA* exhibition
- posters from the National Library of Australia and the Australian War Memorial, on display in *Changemakers*.

The re-interpretation of the Clerk of the Senate room provided the opportunity for further conservation and the installation of heritage fabric and collection objects. It opened in November 2024.

MoAD also de-installed some long running displays.

Partnerships, philanthropy and commercial

MoAD's growing philanthropic and corporate communities help extend the reach of MoAD's exhibitions, education programs, outreach and allow new and innovative interpretations to flourish.

In June 2024, Queensland philanthropists Tim Fairfax AC and Gina Fairfax AC donated \$500,000 to MoAD to support *Democracy in a Box*, a new education outreach initiative. This program delivers MoAD's curriculum-aligned civics and citizenship resources to 40 regional and remote schools across Queensland and the Northern Territory. Each box includes activities, games, and books for students, along with lesson plans for teachers, aiming to inspire young people to understand and participate in Australia's democracy. Launching in Term 3, 2025, the program will see MoAD educators visit participating schools. This initiative is made possible through the generous support of Mr and Mrs Fairfax.

Ongoing and significant support from the Commonwealth Bank of Australia's *Next Chapter* program has enabled MoAD to continue its successful tour of the *Changemakers: Crafting a Difference* exhibition. Now in its second year, the travelling exhibition has visited 6 regional and city-fringe venues across Western Australia, Victoria, New South Wales and Queensland. Workshops and artist talks, led by craftivist, Dr Tal Fitzpatrick, have been delivered at all host venues.

The exhibition coincided with International Women's Day and Women's History Month while at the Queen Victoria Women's Centre in Melbourne, and was officially opened by State Minister for Women, the Hon Natalie Hutchins. The Commonwealth Bank of Australia's *Next Chapter* program helps survivors of financial abuse to achieve long-term financial independence.

MoAD's onsite and digital outreach program continues to be generously supported by the Clem Jones Foundation. A gift from the Foundation in June 2025 will enable MoAD to develop a free, self-paced, digital civics and citizenship program for teachers.

Introduction to Teaching Civics and Citizenship will combine video content with workbooks, activities and reflections. Teachers taking part in the online program will come away with practical strategies that help them create rich learning opportunities for their classrooms.

Our current 2025 Annual Appeal, launched on 9 May 2025—the anniversary of the opening of OPH—has welcomed support from our existing donor base and many new donors.

This year's Appeal is raising funds to support the conservation, research and archiving of the newly acquired Graeme 'Bluey' Thomson Collection. This personal collection consists of several decades of photographic prints, staff passes and awards belonging to former photojournalist, Graeme Thomson.

The collection shares a visual history and stories of OPH, the Press Gallery and Australian political press coverage from the 1960s to the 1990s. Donations to this year's Appeal will enable audiences to access this important collection, and we extend our thanks and acknowledge the ongoing support of the Henry Parkes Foundation.

MoAD gratefully acknowledges the generosity of its corporate partners during the 2024–25 financial year. *The Canberra Times* served as MoAD's exclusive media partner for the 2025 *Enlighten* Festival. Support from *The Guardian Australia* also helped elevate campaigns for the 2025 Election Festival at OPH. We particularly thank our legal partner, Hazelbrook Legal, and accommodation partner, Hotel Kurrajong, with whom we continue to build on the success of previous collaborations.

Renovations to The Shop at OPH are complete, with the refreshed space and online store due to launch on 9 July 2025. Featuring bespoke products and merchandise that reflect the heritage of OPH, its products celebrate the spirit of democracy and highlight MoAD's exhibitions. Offering access to onsite and online retail will further the commercial vision of MoAD, as well as support Australian artists and designers and sustainably and ethically made products.

Donors

MoAD would like to thank all donors for their support, advocacy, and generosity to a range of fundraising initiatives this year, including those who wish to remain anonymous.

Karen Allen	Axe Gregoire	The Pope Household
Michael Appleby	Meredith Hinchliffe AM	Greg Ralph
Peter Barclay OAM and Dorothy Barclay	Carly Jassy	Graeme Rankin
Andrew Blanckensee	Alan Johnson	The Hon Margaret Reid AO
Vicki Bourne	Andrew Johnson	Niki Savva
Sarah Brasch	The Clem Jones Foundation	Nicholas Schmidt
In memory of Bob and Pat Buchanan	David Lewis OAM	Reg Shepherd
Stephanie Bull	The Hon Ian Macphee AO	Jane Stanham
In memory of Les Bury	Nicola Mallik	Kim Stevenson
Sarah Davies AM	Robyn McClelland	Deborah Sulway
Andrea Dragon	Stephen Mills	Peter Taft
Dr Stephen Dyer and Sue Dyer	Lisa Mullins	Amy L Tang
Christopher Field	Sophia Notaras	Simon and Felicity Tepper
Gavin Ford	Brett and Jean Odgers	Ian and Valerie Thom
Carolyn Forster OAM and Richard Forster	Dean Pakleppa	Celia Webber
Jeffrey Gabriel	The Henry Parkes Foundation	Suzanne Wood
	Andrew Phelan AM and Monica Phelan	

Following page: The Budget 1975–76 in the Clerk of the Senate interpretation;
Photo: Rohan Thomson



THE BUDGET 1975-76

STATEMENT DELIVERED IN THE SENATE ON
19 AUGUST 1975 BY
SENATOR THE HONOURABLE K. S. WRIEDT,
MINISTER FOR AGRICULTURE AND
LEADER OF THE GOVERNMENT
IN THE SENATE



a Notice of Motion is declared
without amendment or
being declare Formal, in w
subsequent time.

Annual Performance Statements

Statement of preparation

MoAD OPH Board, as the accountable authority, presents MoAD's annual performance statements 2024-25, as required under paragraph 39(1)(a) of the *Public Governance, Performance and Accountability Act 2013*.

In the Board's opinion, these annual performance statements are based on properly maintained records, accurately reflect the performance of MoAD, and comply with subsection 39(2) of the PGPA Act.

A handwritten signature in blue ink, appearing to read 'Blasidy', is located below the text.

The annual reporting cycle

MoAD is required to provide annual performance statements that review its non-financial 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 our PBS and Corporate Plan.

Figure 2 Annual reporting cycle



MoAD's vision and purpose is aligned under one outcome and program supported by 4 strategic priorities.

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 MoAD in Old Parliament House

MoAD at OPH 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.

MoAD's 4 strategic priorities are:

1. Showcasing Old Parliament House, through its collections and historical interpretation to enable visitors to understand the importance it played in shaping Australia today.

2. Fostering a museum for the people, by delivering organisational excellence in serving the Australian community.
3. Sharing the story of Australian democracy, its social and political history and exploring how this heritage has shaped Australia's unique democracy.
4. Inspiring Australians to participate in their democracy, by developing innovative and informative content.

These priorities support the National Cultural Policy, *Revive: a place for every story, a story for every place*.

Program 1.1 is delivered through the following key activities:

- continuing our national leadership role in the protection, conservation and interpretation of this nationally significant and cherished heritage building, OPH, and of its collections
- achieving excellence through the delivery of services, exhibitions, programs and experiences that foster and promote accessibility, inclusivity and engagement with the Australian community
- establishing a sustainable and adaptive operational framework, including streamlined processes, technological systems and strategic collaborations for the long-term
- building partnerships with government, research bodies and private enterprise to extend MoAD's reach and engagement with audiences and stakeholders
- developing innovative and informative education and public programs that enable audiences to understand and participate as engaged citizens in Australia's democracy.

Operating environment

The trends and drivers that consistently influence our operations are:

- restoration and capital works needs of a heritage listed building
- expansion and conservation of MoAD's collections
- education and cultural needs of visitors and users
- social, community and government expectations
- advancement of environmental sustainability
- updating and incorporating new technology.

Government support

The Australian 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 House of Representatives Press Gallery included conservation of walls, floors and ceilings, and upgrades to building services such as fire, lighting and power systems. The project was completed in July 2024, resulting in improved heritage protection, extended building lifespan and an enhanced visitor experience.

Government funding also enabled MoAD to procure design and construction services for its 2023–27 Capital Works Program. The program will focus on upgrading building services, conserving heritage fabric and enhancing visitor experience and engagement.

We expect that own-source revenue should continue to be maximised through philanthropic and private sector opportunities.

A centenary of Old Parliament House

OPH will mark its centenary in May 2027. In the lead up to this significant anniversary, MoAD will be

developing a series of programs and events to celebrate and reflect on the central role OPH has played in Australia's democracy and in the key events that have shaped Australia since Federation.

Australian Government expectations

As one of the nine National Collecting Institutions (NCIs), MoAD is expected to play a key role in delivering on the 5 pillars of the National Cultural Policy, *Revive: a place for every story, a story for every place* (January 2023), supporting truth-telling, fostering inclusion, and enhancing cultural leadership.

In a Statement of Expectations, the Minister asked MoAD to align its activities with the goals of *Revive*, uphold workplace and sector standards, collaborate nationally, and ensure financial and information governance. MoAD's Statement of Intent outlines its commitment to these priorities, including promoting inclusion, supporting artists, expanding access, and maintaining robust reporting and records management practices.

Capability

MoAD is using new Australian Government funding from the 2024–25 Budget to support essential capital projects and continue working with the government to secure sustainable long-term funding aligned with *Revive*. To expand its services, MoAD will grow its own-source revenue through philanthropy, corporate support, and new commercial ventures.

MoAD values its skilled, inclusive, and experienced workforce, which covers a wide range of professional areas. It will continue to invest in staff development through targeted training in museum practice, commercial skills, leadership, and inclusion. Volunteer engagement remains a key part of MoAD's visitor experience, with the program set to grow over the next 4 years.

MoAD is committed to diversity and inclusion, supporting its Reconciliation Action Plan and Disability Inclusion Action Plan through initiatives like cultural competency and disability confidence training. It will also prioritise direct employment over outsourcing, in line with the Australian Public Service (APS) Strategic Commissioning Framework.

The Australian Government's APS Reform initiative, launched in October 2022, aims to strengthen the APS through 4 key pillars: integrity, a people-centric approach, being a model employer, and enhancing capability.

Goals of the Reform Initiative include building APS capacity, promoting a culture of integrity, increasing transparency and public engagement, and enabling effective collaboration to support government priorities.

MoAD is committed to aligning with these reforms by embedding their values—integrity, transparency, and service

excellence—into its operations and public service delivery.

MoAD is leveraging new technologies to enhance audience access and improve user experience, with a strong focus on accessibility. It is also responding to challenges posed by misinformation and a volatile social media environment by promoting active, informed democratic participation.

Cyber security continues to be a priority. MoAD is strengthening its Information and Communications Technology (ICT) systems by adopting the Australian Cyber Security Centre's Essential 8 strategies, phasing out legacy technologies, and improving monitoring of geopolitical risks. Efforts include centralising business systems, enhancing recovery procedures, and safeguarding public and organisational data through robust security and resourcing measures.

Risk

For information on MoAD's risk management please see: Corporate Governance, Strategic Planning.

Strategic priority 1:

Showcasing Old Parliament House

We are continuing our national leadership role in the protection, conservation and interpretation of this nationally significant and cherished heritage building, OPH, and of its collections through:

- delivering major capital projects in accordance with relevant Australian Standards and National Construction Codes, the Environment Protection and Biodiversity Conservation Act 1999 (EPBC Act) and the Heritage Management Plan (HMP), which ensure the conservation of the heritage values and the ongoing sustainable use of OPH
- expanding historical interpretation spaces to increase visitor experience and understanding of key heritage areas, telling the story of Provisional Parliament House's functions, roles and events during its lifetime (1927–1988)
- 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 OPH in 2027.

Table 3 Strategic priority 1: Showcasing Old Parliament House

Activity	Measure 2024-25	Result	Source and methodology	Revive pillar alignment
Deliver major capital projects in accordance with relevant Australian Standards and National Construction Codes, the EPBC Act and the HMP, which ensure the conservation of the heritage values and the ongoing sustainable use of OPH	• Complete hydraulics and service tunnels remediation projects • Continue hail remediation and roof replacement projects • Commence major infrastructure upgrade of north-east precinct of the building	• Investigations found that remediation would exceed the budget. OPH will continue to discuss its approach to remediation with the Australian Government • Roof phases A and B complete, phase C underway • One project complete and four projects have reached concept design	• Quantitative data • Project closure reports • Condition of values assessment	2. A Place for Every Story 4. Strong Cultural Infrastructure 5. Engaging the Audience
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 (1927–1988)	• Complete Press Gallery interpretation project • Commence Heritage Strategy review	• Base building project complete • Draft Strategy released for comment by the Department of Climate Change, Energy, the Environment and Water	• Qualitative and quantitative data • Project closure reports • Case studies • Condition of values assessment (completed 5-yearly)	1. First Nations First 4. Strong Cultural Infrastructure
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	• 234 acquisitions were made in line with the Collection Development Plan	• Qualitative and quantitative collection management data	2. A Place for Every Story
Develop a program to mark the centenary of OPH in 2027	• Develop a program to mark the centenary of OPH in 2027	• Program and planning have commenced	• Qualitative data and internal governance reporting	1. First Nations First 2. A Place for Every Story 3. Centrality of the Artist 4. Strong Cultural Infrastructure 5. Engaging the Audience



Major capital projects

Stage 3 of the roof replacement project commenced in December 2022 and is scheduled for completion in September 2026. During 2024-25, two of the roof project's five stages were completed and a third stage was commenced. Stages 1 and 2 were highly complex due to the extensive mitigations that were required to ensure safety, protection of heritage fabric and to minimise disruption to visitors, staff and tenants. Both stages were completed slightly ahead of schedule.

The internal building works program commenced in earnest after two years of scoping and procurement. The first two packages of works were to the Accessible Entry and the Shop. The Accessible Entry was upgraded in line with heritage principles to be a more welcoming space for visitors with increased accessibility, amenity and security for visitors and staff. The Shop was also upgraded in line with heritage principles, with the refreshed space opening in July 2025. The new shop space has improved levels of circulation, accessibility and retail functionality.

The balance of the internal building works program includes upgrades to the north-east precinct, Gallery 5, Education Workshop and Heritage Kitchen. These packages have reached concept design and their construction is scheduled to commence in stages during 2025-26, for completion ahead of OPH's centenary.

Investigations into the remediation of hydraulics and services tunnels found the scope of these projects would exceed the budgeted figures. MoAD will continue to discuss its approach to remediation with the Australian Government.

Capital project delivery has been in accordance with the EPBC Act and the OPH HMP.

Heritage expertise has been integrated at all project stages and has included the provision of heritage research, advice, and documentation.

A conservative approach has been adopted to protect, conserve and maintain the significant heritage values of OPH.

Historical interpretation expansion

In 2024–25 MoAD staff commenced work on the House of Representatives Press Gallery exhibition and interpretation project which will open to the public in May 2026. The project interprets the work of the Federal Parliamentary Press Gallery through objects, audiovisual installations and room recreations in the space in which they worked. Visitors will have an unparalleled insight into the work of journalists in OPH and be able to consider how the Press Gallery contributes to government accountability, transparency and Australian democratic values.

Work on the project this year included finalisation of exhibition themes and stories, the development of an audiovisual installation on the role of women in the Press Gallery, and the identification of objects for display and for MoAD acquisition related to the Press Gallery.

Collection development

The management of the collections of MoAD 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 4 Trends in collection management, 2021–22 to 2024–25

Description	2021–22	2022–23	2023–24	2024–25
Collection objects	29,030	29,344	29,732	29,793
Percentage of collection available to public	22.50	21.56	20.36	20.03

During the reporting period, MoAD maintained the proactive conservation and specialist housing for new acquisitions into the collection. Some collection items targeted for this work included:

- multilingual campaign posters against violence against women, published by the Office for Women
- a poster from 1899 promoting an Australian Federal Referendum
- the top hat with design taken from the flag of the United States of America.

The team focused considerable activity in 2024–25 to progress the conservation of items from the moveable heritage collection, such as:

- a major project to treat and relocate over 90 heritage chairs
- treatments to 30 small heritage tables and 18 visitor’s chairs for use or display in the building
- an active program to test the light-sensitivity of objects, to better inform display practices
- an assessment of Heritage Kitchen equipment to identify any hazards or conservation requirements.

Troops assemble outside
Parliament House for the
building’s opening ceremony,
9 May 1927.
Photograph: William J
Mildenhall, National Archives
of Australia, A3560, 2996

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

- to the stunning heritage floor in the space referred to as 'the Pumpkin room'
- remediation to the Senate Press Gallery floor on the upper levels
- application of OPH's Garden Heritage Management Strategy to refresh the OPH curtilage rose gardens at the main, east and west entrances – so they are looking their best for the centenary year.

During 2024–25, MoAD added 9 new objects highlighted in the Collections Online section of the MoAD website, increasing to 38 objects, including:

- a pair of rainbow-painted sneakers worn by Richard Di Natale into the Senate, on the day the results of the same-sex marriage postal vote were announced
- Dorothy Tangney's Life Gold Pass allowing retired politicians to travel for free
- Women's Electoral Lobby vinyl record
- Henry Parkes' The Empire newspaper from 1857.

Many of these objects also featured in social media content and videos. During 2024–25, MoAD created 24 social media posts highlighting the museum's collection to further increase digital access to our collection.

Centenary of OPH program

MoAD commenced program development and planning for the centenary including stakeholder engagement. To showcase and highlight the OPH building, a range of programs, events, content, celebrations, and commemorations are being planned for the centenary of its opening in 2027.

The program will be delivered throughout 2027 to highlight the unique heritage value of the building, and the stories of the people who have worked in the building over the past 100 years.

The program will also be an opportunity to showcase OPH through offsite activities and digital content. The program will be developed to cater to and engage a wide range of existing and new audiences.





IN FOCUS:

Clerk of the Senate Re-creation

On 11 November 1975, James Odgers, the Clerk of the Senate, was moving between his office, King's Hall and the Senate Chamber as the events of the Whitlam dismissal unfolded. Later that afternoon he stepped outside, taking his place behind Governor-General's Official Secretary David Smith, to witness the proclamation dissolving parliament being read on the front steps.

Looking back in a 1985 interview, Odgers described it as the most dramatic day of his career.

MoAD re-created James Odgers' office to evoke its appearance and atmosphere on the day of the dismissal of the Whitlam government. The re-creation is based on photographic and video evidence and eyewitness accounts.

Conversations conducted with members of the Odgers family and colleagues who worked in the Department of the Senate informed the approach and enlivened the content. The MoAD Oral History Collection was a mine of information with oral histories from former Clerks: Harry Evans, Roy Bullock, Alan Cumming Thom and Rupert Loof.

The displays and interpretive media were designed to work in concert to give visual, auditory and textual clues to the office and its occupant. Furniture from the MoAD collection and carefully selected objects reveal the functioning of the office, the individual and the era.

Original and facsimile documents including newspapers and senate papers from the National Archives of Australia bring immediacy to the room while a period television plays extracts from the Channel 10 news bulletin that aired at 5 pm on 11 November 1975.

The interpretation also considers more broadly the work and achievements of James Odgers as Clerk of the Senate from 1965 to 1979. As Clerk, Odgers provided impartial advice to the President of the Senate, senators and staff on parliamentary procedure and, as head of the Department of the Senate, was responsible for departmental operations, staffing and budgets.

James Odgers continues to influence the operation of the Senate through his book *Australian Senate Practice, the definitive guide to practice and procedure*, and his tireless efforts to establish a system of Senate committees.

The conservation and interpretation of this office was made possible by the generous support of donors to MoAD's 2024 Annual Appeal. We thank our community of supporters for their generosity.



Left: View from behind the desk in the office of the Clerk of the Senate; Photo: Rohan Thomson
Right: News footage plays of the Dismissal in the Clerk of the Senate; Photo: Rohan Thomson

Strategic priority 2: Fostering a museum for the people

MoAD continues to build excellence through the delivery of services, exhibitions, programs and experiences that foster and promote accessibility, inclusivity and engagement with the Australian community.

We have established a sustainable and adaptive operational framework, including streamlined processes, technological systems, and strategic collaborations, for the long term, through:

- 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.

Visitors enjoy dancing
during the *Enlighten*
Festival; Photo: Rohan
Thomson



Table 5 Strategic priority 2: Fostering a museum for the people

Activity	Measure 2024-25	Result	Source and methodology	Revive Pillar
Create a welcoming and inclusive space for all visitors onsite, online and through outreach programs	Complete redevelopment of lower access entry and shop	- MoAD has increased access in alignment with Disability Inclusion Plan (DIAP) - Online experiences include access to captions and recordings	- Quantitative data—annual visitation numbers - Qualitative data—program and event numbers - Visitor surveys and feedback	1. First Nations First 2. A Place for Every Story 5. Engaging the Audience
Increase content and understanding of Aboriginal and Torres Strait Islander peoples and culture in MoAD's activities	Continue outputs identified in the Reconciliation Action Plan (RAP)	- Increase in staff cultural competency through training - Multiple public programs delivered during National Reconciliation Week and NAIDOC Week - Social media content features First Nations creators and stories	- Quantitative data - Internal governance reporting against identified outputs	1. First Nations First 4. Strong Cultural Infrastructure
Reduce the Museum's environmental footprint	Commence an Environmental Sustainability Action Plan (ESAP)	Strategy completed and action plan due for completion in 2025–26	Internal governance reporting against identified outputs	4. Strong Cultural Infrastructure
Invest in our information management systems to manage risk, improve efficiencies and enhance audience experiences and increase cyber resilience capability	- Complete integration of the Customer Relationship Management (CRM) - Commence review of Records Management practices and systems - Continue cyber security program	- Records management framework approved by SMG - Paper records digitisation project started - Records management system upgrade undertaken - Delivery of CRM functionalities to boost staff efficiencies - Delivery of system assessment framework to allow for agency system and data maturity	- Quantitative data - Visitor numbers about public use of digital connectivity to programs and services	4. Strong Cultural Infrastructure

Children enjoy Outdoor
PlayUP!; Photo: Ben Appleton

Activity	Measure 2024-25	Result	Source and methodology	Revive Pillar
Expand commercial streams to supplement government funding	10% increase on previous year	Preparation for new online shop and newly refurbished shop has been completed	- Quantitative data - Finance management system	4. Strong Cultural Infrastructure
Preserve and uphold the strong culture within MoAD	Continue strengthening staff culture through proactive, 2-way engagement	- Continued to provide a suite of staff development programs - Development of a new intranet to improve communication - Staff surveys for input into organisational initiatives - A range of health and wellbeing initiatives to support staff	- Staff surveys - Staff retention	4. Strong Cultural Infrastructure



Create a welcoming and inclusive space

MoAD's Accessible Entry, located under the main entry stairs, was previously a circuitous, poorly lit, unairconditioned, and unstaffed access point mainly used by contractors and visitors who needed to use an elevator. The recent upgrade has significantly improved all of these previous issues, providing visitors with prams or mobility needs with a welcoming, equitable and accessible arrival space. Upon exiting the elevator, a new, wheelchair-friendly reception counter is close to and in direct line of sight within the new shop, making it easier for staff to welcome visitors, assist them with planning, and help them navigate the building.

This approach aligns with MoAD's *Disability Inclusion Action Plan 2025–2028* and is embedded in the design and planning of future building and exhibition projects. It will also better support the requirements of visitors and learning programs to be delivered ahead of the Centenary.

Increase understanding of Aboriginal and Torres Strait Islander peoples

MoAD's Innovate 2023–2025 Reconciliation Action Plan (RAP) was concluded during the financial year.

The review of the RAP focused on MoAD prioritising staff cultural learning by offering training opportunities to support cultural competency development. This included Acknowledgement of Country training, cultural competency training, and an Indigenous Cultural and Intellectual Property (ICIP) information session. In the reporting period, MoAD has increased its procurement from Aboriginal and Torres Strait Islander businesses to more than \$3 million.

A revised Innovate Reconciliation Action Plan for 2025–2027 is currently in development.

The new RAP will include a focus on establishing internal processes and policies that support an increase in Aboriginal and Torres Strait Islander employment at MoAD. Staff cultural learning will continue to be a priority. MoAD will also seek ways to increase opportunities to partner with Aboriginal and Torres Strait Islander organisations.

Reduce MoAD's environmental footprint

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 progressed development of an Environmental Sustainability Road map and Environmental Sustainability Action Plan, which will take into consideration the 2 main areas of sustainability: planet (environment and climate) and people (community).

Uplift information management systems

MoAD continues to regularly assess its capability relating to workforce planning, ICT capability, digital activities, and capital investment to ensure we continue to function effectively.

This was the first year after the transition from a shared services arrangement, with the internal capability having been built to support the agency. Research and preparation are being undertaken to determine the best path forward for MoAD's ICT investments over the next 5 to 10 years. This work is expected to be concluded in the first half of the 2025–26 financial year.

In 2024–25, MoAD established a dedicated records management position. This has strengthened compliance, supported digitisation initiatives, and enhanced policy development to ensure effective records management practices across the organisation.

Expand commercial streams of income

MoAD has continued to grow its own-source revenue, generating a 16% increase over 2023–24 figures. This has been despite the shop being relocated for much of the financial year due to capital upgrades, with the refreshed shop opening on 9 July 2025. MoAD expects that the refreshed shop and accompanying online shop will drive higher revenues in 2025–26.

Uphold the strong staff culture within MoAD

In the past year, our learning and development initiatives have focused on providing our employees with the skills and knowledge needed to thrive in a dynamic work environment. During 2024–25, our staff:

- completed mandatory e-learning modules on security, heritage, work health and safety, fraud, phishing, and artificial intelligence awareness
- completed courses to improve integrity capability and awareness
- completed Cultural Competency training
- undertook face-to-face Acknowledgement of Country training and the Domestic Violence Awareness program
- have participated in disruptive visitors, bullying and harassment training, trauma informed care
- **attended** in-house disaster awareness heritage training, Disability Confidence training and First Nations inclusion training
- completed fire warden training
- attended training programs, conferences and seminars identified in their performance development plans.

The MoAD intranet was refreshed, including the addition of new communication features. The new intranet layout is intended to function as an effective all-staff internal communication tool which will:

- increase transparency across the museum's structure and activities
- streamline information sharing and decrease double handling
- collate news and updates in one central location
- keep upcoming events in front of staff and front of mind
- offer updated, effective quick links to resources and tools
- function as an overview of MoAD and OPH for new employees when learning about the agency.

To enhance 2-way communication, surveys were conducted to allow staff to provide input on workplace matters and organisational initiatives. This included gathering staff input for the upcoming centenary program, which was then presented to the OPH Board for consideration.



IN FOCUS:

A Welcome Upgrade

In February 1978, following the bombing at Sydney's Hilton Hotel during the Commonwealth Heads of Government Meeting, Prime Minister Malcolm Fraser ordered a comprehensive security review of OPH.

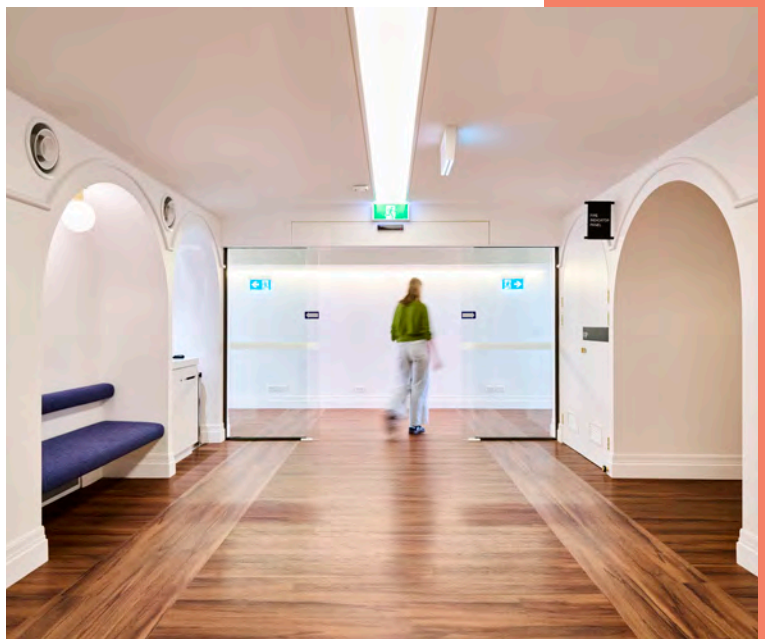
The review to the Accessible Entry led to the creation of a new entry beneath the building's main front stairs. Completed in 1980, this entry included guard rooms, walk-through metal detectors, and access ramps. Despite modifications over the years, the space has remained functional but austere and utilitarian in form and often disorienting for visitors.



Views of the refurbished Lower Entry; Photo: Rohan Thomson

By 2023, the need for a comprehensive upgrade became critical. The space faced a range of deficiencies, including the absence of air-conditioning, failing plumbing, outdated electrical and lighting systems, worn finishes, and the presence of hazardous materials and gases. Security enhancements and heritage conservation treatments were also overdue.

The refurbishment addressed these functional needs while enhancing the visitor experience. Upgrades included the installation of airlocks to buffer external weather, seating for waiting guests, a window into the guard's room for transparency and engagement, and improved signage and wayfinding. The design palette—featuring thoughtful use of colour, materiality, and arched wall recesses—drew inspiration from John Smith Murdoch's original 1925 design for OPH, reinforcing the space's architectural continuity.



By referencing heritage elements from across the building, the renewed Accessible Entry now reflects the national significance of the OPH arrival experience. The space has become more welcoming, inclusive, and intuitive—better suited to accommodate the diverse needs of visitors, from school groups and tourists to business guests, people with disabilities, tradespeople, and emergency services.

Delivered on time and within budget in February 2025, the project has been warmly received by visitors and stakeholders alike.

Strategic priority 3: Sharing the story of Australian democracy

We are building partnerships with government bodies, research institutions and private enterprise to extend MoAD's reach and engagement with audiences and stakeholders through:

- creating innovative exhibitions and content which build understanding about Australia's social and political history
- engaging and growing audiences with storytelling approaches that are creative, unique, accessible and robust
- expanding our engagement with existing audiences, and building connections with new audiences that reflect the diversity of Australia
- increasing national reach, through touring exhibitions and digital engagement, enabling all Australians to connect with OPH and MoAD
- growing our philanthropy program and corporate partnership program and increasing support to enhance and expand the impact of the work of MoAD.

Table 6 Strategic priority 3: Sharing the story of Australian democracy

Activity	Measure 2024-25	Result	Source and methodology	Revive Pillar
Deliver temporary, permanent and touring exhibitions, which build civic and social understanding of Australia's social, political and democratic history	• Complete annual <i>Behind the Lines</i> exhibition • Total number of touring exhibitions • Total number of visitors to <i>PlayUP</i> exhibition program and activities for 0-5 age range to increase family audience	• <i>Behind the Lines</i> exhibition delivered onsite and to multiple regional venues • Three touring exhibitions delivered in the reporting period • <i>PlayUP</i> programming expanded to include <i>Open Air PlayUP</i> and <i>PlayUP Takeover</i> to help increase new and repeat visitors	• Quantitative and qualitative data	1. First Nations First 2. A Place for Every Story 3. Centrality of the Artist 4. Strong Cultural Infrastructure 5. Engaging the Audience
Grow our philanthropy program and corporate partnership program, and increase support to enhance and expand the impact of the work of MoAD	• Meet target set in 2024-27 Development Strategic Plan for donations and notified bequests • Funds raised through corporate partners both in cash and in-kind • Number of memorandums of understanding and agreements with stakeholders	• Donations have increased by over 15% compared to 2023-24 • Funds raised through corporate partners increased by 12% compared to 2023-24. This includes in kind support. • Eight memorandums of understanding and agreements signed with stakeholders.	• Quantitative data • Performance against annual targets for philanthropy, grants sponsorship and donations • Financial management system	4. Strong Cultural Infrastructure 5. Engaging the Audience



Deliver temporary, permanent and touring exhibitions

MoAD's exhibitions help build civic and social understanding of Australia's social, political and democratic history. A diverse suite of 17 permanent exhibitions and interpreted spaces and 5 temporary exhibitions provide a rich experience for visitors of all ages.

In 2024, MoAD launched its annual exhibition *Behind the Lines: No Guts, No Glory*, and progressed the significant content refresh of the permanent exhibition *Democracy, Are You In?*. Both exhibitions are important components of onsite school programs, and *Behind the Lines* continues to offer playful, hands-on experiences for visitors of all ages. Work on the new Press Gallery exhibition continues with the exhibition opening planned for May 2026.

In 2025, as part of the *Enlighten* Festival, MoAD introduced the temporary exhibition *A Date with Democracy* where visitors contribute their advice or 'words of affection' for democracy. This playful exhibition invites visitors to reflect on their personal relationship with democracy. The visitor responses will be collected by MoAD at the conclusion of the exhibition in late 2025. A major refresh of the Building History Room commenced with completion scheduled for late 2026.

MoAD continues to make more of OPH accessible to visitors. In 2025, exhibition scoping commenced, and base build work is underway to open the Main Kitchen to the public in a new exhibition planned to open in late 2026.

The *Yours Faithfully* exhibition continues to delight visitors with its typewriters and complementary postage. Nearly 10,000 letters written by visitors have been posted both nationally and internationally since the exhibition opened in 2019. *Yours Faithfully* encourages visitors to write to their political representatives and to family and friends. It helps build and strengthen personal relationships, social connections and community around active and DIY citizenship.

Dr Tal Fitzpatrick during the *Changemakers* artist talk at Wanneroo Library and Cultural Centre;
Photo; Wanneroo Library and Cultural Centre

ANNUAL PERFORMANCE STATEMENTS

MoAD tripled its visitors for touring programs. In 2024–25, MoAD toured 3 exhibitions - *Behind the Lines* 2023 and 2024; *Changemakers*; and *Great Debates*, and visitors totalled over 78,000. The exhibitions travelled to several regional communities in Queensland, Victoria, South Australia and New South Wales.

MoAD worked with a major corporate partner, the Commonwealth Bank of Australia to continue to deliver the *Changemakers: Crafting a Difference* exhibition and public workshops. This year the exhibition toured to Wagga Wagga, Springwood, Blacktown and Dubbo in NSW, and to Swan Hill and Melbourne in Victoria. The exhibition features eight textile banners created by craftivist Dr Tal Fitzpatrick, acquired by MoAD, telling the story of the fight for women's rights in Australia. Dr Fitzpatrick also hosted 'talk and banner-making workshops' in the regional tour locations, connecting with local community members about the issues women still face in Australian society.

This year, the *2024 Behind the Lines* exhibition travelled to the Pinnacles Gallery, Townsville, and the Gladstone Regional Art Gallery, Gladstone Qld. The tour will continue during the second half of 2025 to Melbourne and Adelaide. A cartooning workshop accompanied each exhibition launch, hosted by Megan Herbert, Political Cartoonist of the Year 2024, with North Queensland local cartoonist, Harry Bruce, joining the Townsville launch.

PlayUP facilitators offer free, daily craft sessions between 10:30 am and 12:30 pm, including story time at 12 pm. Craft activities change weekly, themed around the United Nations International Days. This encourages families to come back multiple times over the course of the year.

Table 7 Tour Schedule and visitor numbers for *Changemakers* exhibition (April 2024–October 2026)

Venue	Display Dates	Visitor numbers	State
Wanneroo Library & Cultural Centre, Wanneroo	10 Apr–26 May 2024	617	WA
Museum of the Riverina, Wagga Wagga	14 Jun–4 Aug 2024	2,424	NSW
Blue Mountains Theatre & Community Hub	8 Aug–29 Sep 2024	1,771	NSW
Swan Hill Regional Art Gallery	16 Oct–8 Dec 2024	504	VIC
Max Webber Library (Blacktown City Libraries), Sydney	13 Jan–18 Feb 2025	34,145	NSW
Her Place Women's Museum, Melbourne	3 Mar–18 Apr 2025	1,950	VIC
Western Plains Cultural Centre, Dubbo	17 May–27 Jul 2025	TBC	NSW
Yarra Ranges Regional Museum, Lilydale	8 Aug–12 Oct 2025	TBC	VIC
Aitkenvale Library (Townsville City Libraries), Townsville	31 Oct–11 Jan 2026	TBC	QLD
Protea Place Women's Support Centre, Toowoomba	16 Jan–1 Mar 2026	TBC	QLD
Pine Rivers Heritage Museum, Moreton Bay	7 Mar–17 May 2026	TBC	QLD
Wangaratta Library, Wangaratta	1 Jun–12 Jul 2026	TBC	VIC
Warrnambool Library and Learning Centre	17 Jul–30 Aug 2026	TBC	VIC
Port Arthur Historic Site Management Authority	9 Sep–21 Oct 2026	TBC	TAS

Visitors on the Main Stairs during the *Enlighten* Festival ; Photo: Rohan Thomson

Philanthropy and corporate partnership

The MoAD Development team's role is to grow own-source funding for MoAD through philanthropic support, corporate partnerships, and grants.

The Development team delivered a successful 2024 Annual Appeal to assist the work of MoAD's Interpretation staff with the transformation of the Clerk of the Senate Office to evoke 1975 and the day of the Whitlam government's dismissal on 11 November. The public fundraising initiative encouraged gifts of all levels and at the reopening of the Clerk of the Senate Office in November 2024, the Appeal had raised double its target. Our fundraising campaign concluded at the end of 2024.

In December 2024, three MoAD staff from our Engagement and Learning were recipients of a Gordon Darling Domestic Travel Grant to support peer networking and professional learning experiences in both Queensland and Adelaide. We thank The Gordon Darling Foundation for this opportunity.

Office for Social Cohesion

MoAD partnered with the Department of Home Affairs to deliver programs relating to strengthening democracy and increasing social cohesion. Through this partnership, MoAD has updated and expanded existing literature to create the Democracy Fast Facts pamphlet. The pamphlet is designed to give key facts about Australia's democratic system. It has been translated into several key languages and is provided for free to community centres, libraries, and through travelling exhibitions across the country. An accompanying video, *Decoding Democracy*, was also produced for secondary school students.

MoAD participated in program for the launch of the Strengthening Democracy report. MoAD provided panels from the travelling *Great Debates* exhibition for the inaugural Strengthening Social Cohesion Conference in Parramatta, New South Wales, and hosted a satellite event for Year 10–12 students. Called *Future Possibilities: Democracy and Civic Engagement*, it focused on youth engagement in Australia's democracy.





IN FOCUS:

Crafting Change

The *Changemakers: Crafting a Difference* travelling exhibition is a dynamic extension of the one displayed at MoAD. It invites audiences across Australia to explore the global movement of craftivism—where craft meets activism. Craftivists challenge traditional notions of needlework and so-called 'women's work' by transforming these practices into powerful tools for advocacy, awareness-raising, community connection and social change.

Central to the travelling exhibition is a banner-making workshop, where visitors are invited to express their views and create their own textile banners. These hands-on workshops encourage creativity while fostering open dialogue around contemporary social justice issues.

At the heart of *Changemakers* are 8 striking textile banners created by artist and craftivist Dr Tal Fitzpatrick. Using embroidery, quilting, and appliqué, Dr Fitzpatrick addresses complex themes such as financial abuse and other attitudes and behaviours that reinforce systemic inequality and power imbalances.

The exhibition is proudly supported by the Commonwealth Bank of Australia's *Next Chapter* program, which supports victim-survivors of domestic and financial abuse in achieving long-term financial independence. This partnership has enabled *Changemakers* to keep touring regional and remote Australian communities since 2024. Between April 2024 and April 2025, the exhibition was hosted by 6 venues, reaching an audience of 41,411 visitors.

MoAD's primary goal for this initiative has been to promote access and raise awareness of gender-based issues among regional audiences through art that provokes thought and inspires conversation. Both the exhibition and the workshops have made tangible impacts in host communities, with feedback from visitor books and venue staff consistently highlighting how participants felt empowered to use their voice and creativity for social change.

Workshops led by Dr Fitzpatrick and facilitated by MoAD staff have sparked meaningful conversations and the sharing of personal stories. Through the gentle, expressive medium of banner-making, participants expressed feeling safe and supported to discuss experiences related to mental health, relationships, gender-based violence, and community challenges. The workshops created space for vulnerability, resilience, and collective learning.

In regional communities, these workshops have also fostered stronger connections—between MoAD, host venues, visitors, and local support organisations. Banners created by workshop participants have been displayed to celebrate events such as Women's History Month and International Women's Day in March 2025, extending the exhibition's reach and relevance beyond the gallery setting.

The exhibition includes take-home resources such as postcards of the banners, brochures, and support pamphlets. To further support host venues, MoAD partnered with White Ribbon Australia to deliver tailored training. This equipped staff with the tools to support visitors sensitively and promote a safe, respectful environment within their own workplaces.



The exhibition has also strengthened MoAD's relationships with regional venues. Many partners have expressed interest in future collaborations, recognising the value of MoAD's touring exhibitions and participatory programs in engaging and enriching local communities.

Left: Dr Tal Fitzpatrick in front of some of her *Changemakers* exhibition banner works; Photo: Wanneroo Library and Cultural Centre
Above: Participants in the *Changemakers* workshop; Photo: Wanneroo Library and Cultural Centre

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

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

- developing innovative and informative exhibitions (onsite and touring)
- creating programs and content that enable audiences to explore democratic concepts and deepen their community engagement and discussion on key issues of democracy
- providing rich and rewarding experiences for school students as part of the Parliament and Civics Education Rebate (PACER) program
- continuing to expand our digital and outreach programs to students around the country
- being a trusted source of authentic, factual, and balanced information about Australia's democratic systems and practices
- hosting more public programs, events and debates in key heritage areas, such as the House of Representatives and Senate Chambers, to encourage community engagement and discussion on key issues of democracy
- increasing learning engagement and programs that enable young Australians to understand how they can participate in Australia's democracy.



Table 8 Strategic priority 4: Inspiring all to help shape Australia's future

Activity	Measure 2024-25	Result	Source and methodology	Revive pillar
Develop innovative and informative exhibition (onsite and touring) that enable audiences to understand and participate as engaged citizens in democracy	270,000 onsite visitors 42,000 visitors to touring and offsite exhibitions 95% visitor satisfaction	305,527 onsite visitors 78,704 visitors to touring exhibitions 99% visitors satisfied or very satisfied with visit	- Quantitative data - annual visitation numbers - Qualitative data - analysis of survey results	1. First Nations First 2. A Place for Every Story 3. Centrality of the Artist 4. Strong Cultural Infrastructure 5. Engaging the Audience
Create programs and content which enable audiences to explore concepts of democracy and deepen their community engagement and discussion on key issues of democracy	47,000 participants in public programs 160,000 social media engagement 3,800,000 social media reach 880,000 website visits	102,189 public programs participants 337,261 social media engagements 9,064,119 social media impressions 1,446,073 website visits	- Quantitative data - annual visitation numbers - Qualitative data - program numbers	1. First Nations First 2. A Place for Every Story 5. Engaging the Audience
Provide rich and rewarding experiences for school students as part of the PACER program	82,000 onsite students and teachers 95% of teachers reporting relevance to the curriculum 95% of teachers reporting overall satisfaction of learning programs	91,922 onsite and offsite students and teachers 98% of teachers reporting relevance to the curriculum 98% of teachers reporting overall satisfaction of learning programs	- Quantitative data - Number of students and teachers who participate onsite and in person in outreach programs - Booking system	1. First Nations First 2. A Place for Every Story 5. Engaging the Audience
Continue to expand our digital and outreach programs to students around the country	310,000 students and teachers participating in virtual programs and online resources	403,782 participants	- Quantitative data and qualitative data - Data analysis of survey result, including total number of learning surveys (onsite and online)	1. First Nations First 2. A Place for Every Story 5. Engaging the Audience

Left: Mr Barrie Cassidy welcomes the audience to the 2024 Henry Parkes Oration; Photo: Ben Appleton

Visitor engagement with exhibitions

MoAD maintains exceptionally high visitor numbers to its exhibitions and programs during the year, with more than 305,527 visitors participating in person at events and programs. Drivers of high attendance were:

- voters choosing to pre-poll or vote at MoAD for the recent federal election
- high visitor numbers for events including the *Enlighten Festival: A Date with Democracy*
- attendance at *PlayUP* programs.

Table 9 compares the 2024–25 targets and results against the previous year.

Table 9 Number of onsite and offsite visitors, 2023–24 and 2024–25

Performance indicator	Result 2023–24	Target 2024–25	Result 2024–25
Number of onsite visitors excluding students and teachers	302,071	270,000	305,527
Number of offsite visitors to the organisation–travelling exhibitions	77,129	42,000	78,704

Engagement in programs and content

Learners of all ages explored key civics topics and built confidence in Australia’s democratic future through MoAD’s expanded learning programs. Strong onsite engagement was complemented by digital experiences and outreach initiatives, including a partnership with the National Capital Education Tourism Project, Parliamentary Education Office, and National Electoral Education Centre. This partnership delivered engaging civics education directly to teachers and students by travelling to communities in northern Queensland.

A key highlight was our first-time collaboration with the Australian Library and Information Association (ALIA) for National Simultaneous Storytime. Our engaging resources for *The Truck Cat* by Deborah Frenkel and Danny Snell drew over 1,900 teachers to the MoAD website. The success of live digital experiences into classrooms through MoAD’s digital studios, and the continued delivery of large-scale online events has been positively received by audiences preschool to Year 6 helping to expand our reach to new audiences nationally.

MoAD continued its commitment to student leadership development, supporting a visit by the Governor-General, Her Excellency Sam Mostyn AC, to Bonython Primary School. Our team co-created activities with teachers and students at the Museum, preparing them to learn about the Governor-General’s role and formulate questions for her visit.



Filming in the House of
Representatives Chamber;
Photo: MoAD

MoAD is proud to continue its involvement with the Parliament and Civics Education Rebate scheme (PACER). PACER-eligible programs support both primary and secondary students, providing access to affordable, high-quality civics education for students travelling to Canberra. Over the past year, MoAD welcomed 76,945 students and 8,019 teachers from across Australia to participate in its education programs. Additionally, 917 teachers engaged in professional development opportunities, while 6,355 students were supported through national educational initiatives such as the *What Matters?* competition and the National History Challenge.

What Matters? is a writing competition run by the Whitlam Institute and is currently open to Australian school students in years 5 to 12. Responding to the simple question 'what matters?', entrants are free to express their views on any matter they care about. The National History Challenge is managed by the Commonwealth Department of Education and is a free research-based competition for Australian students. The program for schools continues to inspire and engage young people in Australia's democracy and encourages them to become active participants in civic life. MoAD has prioritised updating programs and resources to meet Australian Curriculum version 9.

Media

MoAD received more than 6,000 media mentions in the 2024–25 financial year according to Stream data. This comprised 3,483 radio, 1,963 online, 417 television and 297 print and magazine mentions.

Media highlights include:

- ABC 7.30 special report on the fiftieth anniversary of the Joint Sitting of Parliament, presented by Laura Tingle
- the launch of the *Behind the Lines* exhibition and announcement of the 2024 Political Cartoonist of the Year, Megan Herbert at the 2024 media preview event
- local and national TV and radio coverage around the discovery of Brian Bourke's maker's mark during OPH roof works
- strong local and national media coverage for the *Enlighten* Festival
- strong local and national media coverage for the 2025 Election Festival, including an ABC Radio open-air broadcast from the steps of OPH and 6 staff interviews across the Engagement, Interpretation and Curatorial teams.

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

Table 10 compares the 2024–25 targets and actual visitor engagement and program participation against the previous year.

Table 10 Engagement with MoAD programs and events, 2023–24 and 2024–25

Performance indicator	Result 2023–24	Target 2024–25	Result 2024–25
Number of visitors participating in public programs onsite and offsite	96,260	47,000	102,189
Number of students and teachers visiting OPH	87,869	82,000	91,922
Number of students and teachers participating in virtual programs and online resources	384,370*	310,000	403,782
Downloads of student classroom resources	112,080	65,000	154,411
Teachers reporting relevance to the curriculum	98%	95%	98%
Teachers reporting overall satisfaction of learning programs	98%	95%	98%

*Figure in the 2023–24 Annual Report was incorrectly reported as 272,290.

Table 11 compares the 2024–25 targets and actual digital presence and audience engagement against previous year.

Table 11 MoAD’s digital presence and audience engagement, 2023–24 and 2024–25

Performance indicator	Result 2023–24	Target 2024–25	Result 2024–25
Website users *	529,114	N/A	617,860
Website page views **	1,444,958	880,000	1,446,073
Social media reach	4,682,087	3,800,000	9,064,119
Social media engagement	168,288	130,000	337,264

* Number of individuals who accessed the MoAD website

** Number of pages which have been accessed on the MoAD website



IN FOCUS:

A Sizzling Election Festival

Federal elections are a powerful moment when large and diverse groups of Australians gather to actively participate in democracy. Since 2013, OPH has served as a voting booth during federal elections, and MoAD has built a strong reputation for offering engaging, playful, and informative civics program for voters and their families.

The 2025 Election Festival was designed for an intergenerational audience, supporting civics education and promoting social cohesion. Programming aimed to celebrate democratic participation while enhancing the voter experience at OPH.

Pre-polling experience

MoAD was open for pre-polling in the week leading up to election day. During this time, voters queued through *Behind the Lines*, MoAD's renowned political cartoon exhibition. Each voter received an 'I voted at Old Parliament House' pencil and a branded postcard highlighting 5 must-do activities in the Museum after voting.

Polling day highlights

On polling day, voters were welcomed with additional materials including an exclusive 'I voted' badge, alongside the pencil and postcard.

Interactive and entertaining elements were designed to engage voters while they waited in line, including:

- democracy-themed trivia and picture quizzes displayed in the lobbies and along the corridors of the Members' Dining Room
- a playful illustrated zine on the history of the 'Australian' ballot—an innovation that remains a global standard in voting practice.



MoAD commissioned political cartoonist Eleri Harris to illustrate the zine and create a suite of event visuals, including artwork for trivia and other visitor materials.

Outside the building, 2 sausage sizzle stations in the front carpark catered to large crowds, creating a festive and communal atmosphere. Meanwhile, the *Open Air PlayUP* in the Senate Courtyard welcomed a record number of families, with over 1,000 visitors enjoying the activities throughout the day.

Over the one-week voting period, MoAD welcomed approximately 217,500 voters—a testament to the public's enthusiasm for participating in both democracy and the broader cultural experience offered by the Museum.

MoAD's Marketing and Communications team led a multichannel campaign strategically targeting key audience segments to boost awareness and attendance at OPH as an early voting centre on election day. The number of visitors that attended OPH over the polling period increased by 29.5% compared to the 2022 federal election.

Marketing initiatives successfully reached over 652,000 impressions across diverse platforms including print, radio, email, paid social media, and out-of-home, such as poster advertising.

MoAD was mentioned in 836 media items relating to the federal election, including interviews with staff on the history of the 'democracy sausage.' This coverage had a potential audience reach of 11.1 million people.

Above right: Sausage sizzle on election day at OPH; Photo: Rohan Thomson
Below: (L-R) Voters fill in their ballots in the Member's Dining Room, bride and groom arrive at OPH; Photo: Rohan Thomson





A date with Democracy

Activists in the lead-up to the 1967 referendum
ministers' telephones in this building to spread
message.

See if you can eavesdrop on what they are saying



Activist Faith Bandler meeting with Gordon Bryant (left),
Prime Minister Harold Holt in the lead-up to the 1967
referendum.

Corporate governance

Corporate governance

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

The Director, in consultation with the Deputy Directors and section heads, oversees corporate governance and determines strategic priorities, with input 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 12.

Table 12 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.
Heritage Actions Committee	- Assesses action proposals in accordance with Policy 2.1 of the <i>Old Parliament House and Curtilage HMP 2021–2026</i>. - Makes recommendations for the delegate to consider under the <i>Environment Protection and Biodiversity Conservation Act 1999</i>. - Promotes risk management, regularly reviews and assesses key risks and ensures appropriate linkages between risk management and planning processes. - Requests independent advice where 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 and the OPH Board on its activities.
Acquisitions Committee	- Discusses and determines appropriate additions to the collection for approval by the delegate in accordance with Policy 3.3 of the Collection Management Policy. - Reports to the Senior Management Group and the OPH Board 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 off-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 and that all project risks are being adequately managed.

Committee	Functions
RAP 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.
Disability Inclusion Plan (DIAP) Working Group	• Sets direction to collaborate on access and inclusion improvements across the 4 pillars of Livable Communities, Systems and Processes, Attitudes and Behaviours, and Employment. • Manages the DIAP Actions Register to manage and report on MoAD's DIAP activities. • Annual progress review by Senior Management Group is regularly reported to the OPH 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 venue for decision-making, consultation and feedback on business continuity issues.

Strategic planning

MoAD is in its second year of the 2023–27 five-year Strategic Plan, which reflects key focus areas for MoAD in the run-up to the centenary year. The Corporate Plan was also refreshed to align closely with these goals and continues to be the guiding force for MoAD operations and governance responsibilities to achieve MoAD strategic priorities.

Disability Inclusion Action Plan (DIAP)

A new DIAP was developed in 2024–25 for the next 3 years. It reinforces the organisation's commitment to the existing pillars of liveable communities, systems and processes, attitudes and behaviours, and employment, with a view to embedding access and inclusion in business-as-usual decision-making.

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.

The Plan will be reviewed and updated to include additional environmental sustainability projects during 2025–26.

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.

MoAD maintains robust collection management procedures, including acquisitions processes and committee, as described in the OPH Heritage Management Plan (HMP). This ensures new objects offered to the collection meet due diligence requirements, while enhancing our collection.

The Collection Development Plan will be renewed in 2025–26, allowing MoAD to assess current holdings and identify any new avenues and stories to pursue.

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 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 prioritises a safe, healthy and supportive workplace, fostering productivity, ethical behaviour, and the prevention of discrimination and harassment. Our ethical standards align with the APS Values, Employment Principles and Code of Conduct, as well as the Commonwealth Fraud Control Framework. These standards are supported by key policies and commitments, including:

- Risk Management Policy and Framework
- Fraud and Corruption Control Plan
- Public Interest Disclosure Policy
- Workplace Harassment Guidelines
- Reconciliation Action Plan (RAP)
- Workplace Diversity Commitment
- Disability Inclusion Action Plan (DIAP)
- APS Code of Conduct Guidelines
- Client Service Charter.

We maintain a rolling program to review and update these policies and guidelines to ensure they remain current. The Client Service Charter includes an online feedback form, which can also be downloaded and submitted. No feedback was received via this channel during the reporting period.

Previous page: Telephone interactive in *Date with Democracy* during the *Enlighten* Festival; Photo: Rohan Thomson Above: Visitors study Inauguration of the Federal Parliament at Canberra, 1927, W.B. McInnes; Photo: Rohan Thomson

Risk management

MoAD adopts a strategic, consistent, and organisation-wide approach to risk management, balancing opportunities with risks to support strong governance, informed decision-making, and accountability. Risk management is embedded in daily operations, with all staff actively engaged in identifying and managing risks across the organisation.

The Risk Management Policy and Framework¹ provides the foundation for:

- confident and rigorous planning, budgeting, and reporting
- proactive identification and management of opportunities and threats
- improved incident response and risk mitigation
- clear understanding of staff roles, responsibilities, and authorities in managing risk
- a culture of continuous improvement through enhanced communication and reporting.

The Framework includes a Risk Assessment Matrix that helps define MoAD's appetite and tolerance of risk and is supported by a comprehensive risk register overseen by the Audit, Finance and Risk Committee and the OPH Board.

In 2024–25, MoAD reviewed and implemented updated Business Continuity Plans across all areas of the organisation, strengthening its preparedness for potential disasters or major disruptions.

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 OPH Board are provided in Table 13.

¹ MoAD's Risk Management Framework is based on the International Standard on Risk Management (ISO 31000:2018) and the Commonwealth Risk Management Policy 2023.



Table 13 MoAD's main risk areas

Risk	Description
Health and safety	- Failure to provide for the health and safety of all staff, volunteers, visitors, tenants and contractors. - Failure to manage health and safety hazards presented by our unique operating environment.
Preservation and maintenance of the historical building and collections	- Loss of essential building services. - Loss of or damage to the collections. - Failure to manage and maintain the heritage building, exhibitions and other infrastructure. - Failure to manage and maintain the operation of plant and equipment.
Physical security and cyber security	- Failure to provide a physically safe space for all staff, volunteers, visitors and tenants. - Failure to prevent data breaches. - Failure to provide robust and secure technology.
Staff capability and capacity	- Failure to attract and retain high-quality and diverse staff and volunteers. - Failure to maintain the culture across MoAD, which could impact staff and the achievement of MoAD's objectives.
Financial sustainability	- Failure to prevent fraudulent activities from both internal and external sources. - Failure to fund care for the heritage building and its collections, invest in enabling systems, build resilience to cyber threats, and attract and retain skilled staff. - Failure to maintain and grow own-source revenue generation.
Governance and management framework	- Failure to maintain a robust governance system and culture and appropriate management systems and practices. - Failure to comply with relevant legislation, which could expose MoAD to potential litigation and penalties.
Audience engagement and experience	- Failure to attract, engage and grow audience and visitor numbers (onsite and online), prevent impacts on MoAD's brand and reputation. - Failure to manage content and interrupt visitor experiences and MoAD's objectives. - Failure to maintain technology/AV and interrupt visitor experiences.

Left: A staff member welcomes visitors to Date with Democracy during the *Enlighten* Festival; Photo: Rohan Thomson

Fraud control

MoAD maintain robust procedures for fraud and corruption prevention, detection, investigation, reporting and data collection, tailored to MoAD's needs and aligned with the Commonwealth Fraud Control Framework and the *National Anti-Corruption Commission Act 2022*. Fraud is reported as a standing item to the Audit, Finance and Risk Committee. During the reporting year, no suspected fraud cases were identified, and no investigations were required.

Public interest disclosure

MoAD's Public Interest Disclosure Policy promotes a strong internal reporting culture by encouraging staff to raise concerns about suspected wrongdoing. The policy provides support and protection for those who disclose, and ensures all matters disclosed are investigated in line with the requirements of the *Public Interest Disclosure Act 2013*.

Insurance and indemnities 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 2024–25, 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 reports by the Australian National Audit Office other than the audit of the 2024–25 financial statements.

Related entity transactions

During 2024–25, the OPH Board made no decisions on related entity transactions reportable under section 17BE of the Public Governance, Performance and Accountability Rule 2014.

Advertising and research

In 2024–25, MoAD paid a total of \$42,011.49 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

Over the past year, MoAD has enhanced the Customer Relationship Management (CRM) functions and processes. By moving to a more centralised approach, information and contact pathways have been streamlined to ensure efficient security and privacy controls, while making the end-user experience smoother.

Voters complete their ballots in the Members' Dining Room; Photo: Rohan Thomson



Ministerial directions and government policy orders

In January 2024, 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

The Audit, Finance and Risk Committee (AFRC) provides independent advice and assurance to the Board.

The AFRC reviews the appropriateness of MOAD’s financial and performance reporting, system of risk oversight and management, and system of internal control.

This includes reviewing:

- the annual financial and performance statements
- the risk management framework and entity level risk register
- the internal control framework and legislative, policy and security compliance
- internal audit coverage and reports.

The Committee met five times during the year to receive and consider reports and briefings from the Australian National Audit Office and internal audit, and from MOAD on finance and capital works, physical and cyber security, work health and safety, risk and governance.

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 14 sets out each Committee member’s remuneration and attendance during the year.

Table 14 Audit, Finance and Risk Committee members at 30 June 2025

Name	Position	Committee membership remuneration	Meetings attended/eligible to attend
Ms Robyn McClelland	Chair	\$10,127.52	5/5
Ms Gai Brodtmann	Member	\$0	5/5
Ms Stephanie Cargill	Member	\$0	5/5

Bride and groom cast their ballots in the Members’ Dining Room; Photo: Rohan Thomson



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.

Ms Robyn McClelland

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 on the committees of 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 Gai Brodtmann brings more than 3 decades of experience in governance, public accountability and strategic risk to her role on the Audit, Finance and Risk Committee. A former Member of Parliament and Shadow Assistant Minister for Cyber Security and Defence, Ms Brodtmann has served on multiple parliamentary committees, including the Joint Standing Committee of Public Accounts and Audit for her entire political career.

Ms Brodtmann's extensive board experience spans national security, health, cyber and cultural institutions. She currently serves on the Audit and Risk Committee of Defence Housing Australia and previously held similar roles with the Australian Strategic Policy Institute, ACTTAB and the Cultural Facilities Corporation. Ms Brodtmann has a deep understanding of regulatory frameworks, emerging risk landscapes, cyber security and public sector governance.

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 and addressed key financial sustainability issues. After 8 years in the CFO role, in November 2024, Ms Cargill moved into the role of First Assistant Secretary Procurement, Property and Contacts Division/Chief Procurement Officer within the Department.

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.

Behind the Lines 2024 Book;
Photo: Rohan Thomson

2024



IN FOCUS:

A Date with Democracy, Enlighten 2025

For the *Enlighten* Festival 2025, MoAD organised *A Date with Democracy*—a bold and imaginative experience inviting visitors of all ages to explore their personal and collective relationships with democracy in unexpected and engaging ways.

Above: Visitors on the front steps at *Date with Democracy* during the *Enlighten* Festival; Photo: Rohan Thomson
Right: Visitors line dancing at *Date with Democracy* during the *Enlighten* Festival; Photo: Rohan Thomson

The activation prompted visitors to reflect on their personal relationship with democracy: *What do you find satisfying or unsatisfying about democracy? How can we shape democracy to better reflect our needs?*

These conversations framed a playful experience that encouraged critical thinking, empathy, and active participation.

At the heart of the event were 5 themed 'dates with democracy':

- The Senate
- The House of Representatives
- The Constitution
- Activism
- Voting.

Each date offered visitors a new curated journey through OPH, leading them through 7 dynamic and interactive experiences. Highlights included:

- line dancing with Saddle Club in King's Hall – bringing joy and movement to a traditionally formal space
- listening to activist Faith Bandler on vintage rotary phones in the Prime Minister's Suite, connecting visitors with history in a tactile and intimate way
- friendship bracelet making – inviting participants to express care and commitment to causes they value
- 'Is it Taylor Swift or Andrew Inglis Clark?' poetry game – a humorous and educational look at constitutional co-authorship

- DIY ballot papers – allowing visitors to explore their 'relationship preferences' through a fun take on preferential voting.

Two major commissioned artworks further deepened the event's impact:

- Claudia Chinyere Akole's animated projections transformed the building's facade into a celebration of democracy's emotional highs and lows, echoing the complexities of personal relationships.
- Studio A's Megan Pelham presented 'Vote for Megan. Vote for Romance. Flirty Kiss... mwah', an art installation that invited visitors to metaphorically 'date' democracy and reflect on what a more romantic, inclusive political future might look like.

A participatory installation invited visitors to share their own feelings and 'relationship advice' for democracy, creating a growing public archive of democratic engagement. This installation will remain on display in the Museum's In Focus gallery until September 2025.

To complement the physical experience, MoAD's Digital Engagement team produced a bespoke video in the style of a romantic comedy movie trailer projected nightly in King's Hall and shared across MoAD's digital platforms. The video generated over 150,000 impressions and positive feedback.

MoAD's Marketing and Communications team led a multichannel campaign strategically targeting key audience segments to boost awareness of the experience.

Marketing initiatives successfully reached 427,874 people across diverse platforms including print, radio, email, paid social media, and content publishers.

Our media partnership with *The Canberra Times* allowed us to secure additional advertising placements and reach their engaged and diverse audiences, significantly enhancing our marketing efforts.

Visitors and impact

Over the 4 nights of the event, MoAD welcomed 20,391 visitors, matching the strong attendance figures of 2024. Post-event surveys reported 96% of visitors were likely to return to MoAD, citing the themed 'dates with democracy' and interactions with staff as standout features of their experience.

Conclusion

A Date with Democracy exemplified MoAD's commitment to creating accessible, inclusive, and playful spaces for intergenerational audiences to explore democratic participation. Through creativity, conversation, and connection, MoAD's *Enlighten* offering continues to foster social cohesion and a deeper engagement with democracy.



Our workforce

At 30 June 2025, MoAD employed 152 people under the *Public Service Act 1999*, all of whom are based in the ACT.

Our workforce includes:

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

In 2024-25, 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
- a workforce determination implementing a salary increase
- training opportunities in cultural awareness, imposter syndrome and leadership.

MoAD currently has 74 volunteers who have completed 5,517 volunteer hours. During the year, 17,267 tours were provided by volunteers and Museum Experience Officers.

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. These programs were delivered online via MoAD's LearnHub learning management system.





Above: Dr Tal Fitzpatrick assisting *Changemakers* workshop attendees at Wanneroo Library and Cultural Centre; Photo: Wanneroo Library and Cultural Centre
Left below: Visitors mingle in front of Old Parliament House on election day 2025; Photo: Rohan Thomson

Table 16 Non-ongoing employees at 30 June 2025

	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	
ACT	6	12	18	10	25	35	0	0	0	0	0	0	0	0	0	53
Total	6	12	18	10	25	35	0	0	0	0	0	0	0	0	0	53

Table 15 Ongoing employees at 30 June 2025

	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	
ACT	24	5	29	54	10	64	0	0	0	0	0	0	0	0	0	93
Total	24	5	29	54	10	64	0	0	0	0	0	0	0	0	0	93

Remuneration

Table 17 provides details of executive remuneration.

Table 17 Executive remuneration

Name	Position	Base salary (\$)	Super contribution (\$)	Long service leave (\$)	Total remuneration (\$)
Barrie Cassidy	Chair	48,858.59	5,618.69		54,477.28
Lenda Oshalem	Deputy Chair	23,404.40	2,691.61		26,096.01
Bernard Wright AO	Outgoing Deputy Chair	11,455.86	1,317.47		12,773.33
Gai Brodtmann	Sitting Member	24,439.31	2,810.63		27,249.94
Greg Craven AO	Sitting Member	19,546.99	2,247.99		21,794.98
Sarah Davies AM	Sitting Member	4,798.23	551.82		5,350.05
Sue Knowles	Sitting Member	23,332.58	2,683.36		26,015.94
Niki Savva	Sitting Member	24,439.31	2,810.63		27,249.94
Hon Warren Snowdon	Sitting Member	9,972.80	1,146.91		11,119.71
Gerard Wheeler	Outgoing Sitting Member	1,106.73	233.36		1,340.09
Stephanie Bull	Director from Feb 2023	327,799.46	54,541.42	24,405.66	406,746.54
Andrew Harper	Deputy Director	236,373.74	50,083.20	38,903.70	325,360.64
Lee Pluis	Deputy Director	49,259.90	8,759.96		58,019.86
Total					1,003,594.31

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.

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).

We contribute to ecologically sustainable development both by conserving and maintaining unique heritage assets for future generations and by promoting awareness of the economic, environmental and 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 (HMP), which includes our obligations under the EPBC Act.

Our heritage management framework, including the HMP 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.

In 2024–25 the agency continued its program of energy efficiency, water conservation and waste reduction measures to reduce its impact on the environment. The development of the Environmental Sustainability Roadmap and Environmental Sustainability Action Plan (ESAP) in 2025–26 will identify changes to plant and equipment which will lead to further improvements in energy efficiency and environmental sustainability. The ESAP will be implemented subject to funding availability.

CO2 emissions

APS Net Zero 2030 is the government's policy for the 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 (CO2-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 CO2-e 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 APS 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 18 presents MoAD's 2024-25 Greenhouse Gas emissions inventory.

Table 18 2024-25 Greenhouse Gas Emissions inventory–location-based method

Emission source	Scope 1 t CO ₂ -e	Scope 2 t CO ₂ -e	Scope 3 t CO ₂ -e	Total t CO ₂ -e
Electricity (location based approach)	n/a	1,845.38	111.84	1,957.22
Natural gas	321.35	n/a	81.69	403.04
Solid waste	-	n/a	769.35	769.35
Refrigerants	15.14	n/a	n/a	15.14
Fleet and other vehicles	-	n/a	-	-
Domestic commercial flights	n/a	n/a	18.18	18.18
Domestic hire car	n/a	n/a	0.26	0.26
Domestic travel accomodation	n/a	n/a	2.99	2.99
Other energy	-	n/a	-	-
Total t CO₂-e	336.49	1,845.38	984.30	3,166.17

Note: The table above presents emissions related to electricity usage using the market-based accounting method.

CO₂-e = carbon dioxide equivalent.

n/a = not applicable

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

- APS 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.

Table 19 presents MoAD's 2024-25 Electricity Greenhouse Gas emissions.

Table 19 2024-25 Electricity Greenhouse Gas Emissions

Emission source	Scope 2 t CO ₂ -e	Scope 3 t CO ₂ -e	Total t CO ₂ -e	Electricity kWh
Electricity (location based approach)	1,845.38	111.84	1,957.22	2,796,027.94
Market-based electricity emissions	51.98	7.06	59.04	64,168.84
Total renewable electricity consumed	n/a	n/a	n/a	2,731,859.10
Renewable Power Percentage ¹	n/a	n/a	n/a	508,737.28
Jurisdictional Renewable Power Percentage ^{2,3}	n/a	n/a	n/a	2,223,121.81
GreenPower ²	n/a	n/a	n/a	-
Large -scale generation certificates ²	n/a	n/a	n/a	-
Behind the meter solar ⁴	n/a	n/a	n/a	-
Total renewable electricity produced	n/a	n/a	n/a	-
Large-scale generation certificates ²	n/a	n/a	n/a	-
Behind the meter solar ⁴	n/a	n/a	n/a	-

Note: The table above presents emissions related to electricity usage using both the location-based and the market-based accounting methods. CO₂-e = Carbon Dioxide Equivalent. Electricity usage is measured in kilowatt hours (kWh)

¹ Listed as Mandatory renewables in 2023-24 Annual Reports. The renewable power percentage (RPP) accounts for the portion of electricity used, from the grid, that falls within the Renewable Energy Target (RET).

² Listed as Voluntary renewables in 2023-24 Annual Reports.

³ The Australian Capital Territory is currently the only state with a jurisdictional renewable power percentage (JRPP).

⁴ Reporting behind the meter solar consumption and/or production is optional. The quality of data is expected to improve over time as emissions reporting matures.

Summary of financial management and performance

An unmodified audit report on the 2024–25 financial statements was received from the Australian National Audit Office. 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 \$35.614 million (budgeted \$26.068 million) and total expenditure including depreciation was \$40.179 million (budgeted \$28.453 million) resulting in an operating deficit of \$4.565 million. 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 \$22.290 million.

Income from own sources amounted to \$13.324 million and included reimbursements from insurance claims. MoAD also received equity injections of \$0.318 million for the preservation and conservation of its heritage furniture collection and acquisition of new collection items and \$5.000 million for critical capital works.

At 30 June 2025 cash on hand totalled \$22.557 million (at 30 June 2024 it was \$18.253 million) and included \$11.055 million for capital works not yet completed, \$4.028 million in accrued expenses and \$2.778 million held in reserve for employee entitlements. The remainder is for other committed operational and capital expenditure.

Financial Statements



INDEPENDENT AUDITOR'S REPORT

To the Minister for the Arts

Opinion

In my opinion, the financial statements of the Old Parliament House (the Entity) for the year ended 30 June 2025:

- (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 2025 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 2025 and for the year then ended:

- Statement by the Board, the Director and the 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.

Other information

The Accountable Authority is responsible for the other information. The other information comprises the information included in the annual report for the year ended 30 June 2025 but does not include the financial statements and my auditor's report thereon.

My opinion on the financial statements does not cover the other information, and accordingly I do not express any form of assurance conclusion thereon.

In connection with my audit of the financial statements, my responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or my knowledge obtained in the audit, or otherwise appears to be materially misstated.

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If, based on the work I have performed, I conclude that there is a material misstatement of this other information, I am required to report that fact. I have nothing to report in this regard.

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.

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



Shane Svoboda
Audit Principal

Delegate of the Auditor-General

Canberra
13 October 2025

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

In our opinion, the attached financial statements for the year ended 30 June 2025 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
10 October 2025



Ms S Bull
Director
10 October 2025



Mr P Gilmore
Chief Financial Officer
10 October 2025

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Statement of Comprehensive Income

for the period ended 30 June 2025

		2025	2024	Original Budget
	Notes	\$	\$	\$
NET COST OF SERVICES				
Expenses				
Employee benefits	1.1A	13,054,924	10,794,623	11,297,000
Suppliers	1.1B	18,810,477	13,488,359	9,400,000
Depreciation and amortisation	3.2A	8,209,873	8,141,202	7,756,000
Interest cost on RoU asset	1.1C	98,392	107,043	-
Write-down and impairment of other assets	1.1D	5,703	21,602	-
Total expenses		40,179,369	32,552,829	28,453,000
Own-source income				
Own-source revenue				
Revenue from contracts with customers	2.1A	1,154,742	1,012,019	1,263,000
Interest income	2.1B	1,434,628	1,087,729	748,000
Rental income	2.1C	2,062,694	1,843,643	1,767,000
Sponsorship and grants	2.1D	618,975	583,850	-
Other revenue	2.1E	8,034,428	4,630,022	-
Total own-source revenue		13,305,467	9,157,263	3,778,000
Gains				
Other gains	2.2F	18,662	112,129	-
Total gains		18,662	112,129	-
Total own-source income		13,324,129	9,269,392	3,778,000
Net (cost of)/contribution by services		(26,855,240)	(23,283,437)	(24,675,000)
Revenue from Government	2.2G	22,290,000	21,702,000	22,290,000
Deficit from continuing operations		(4,565,240)	(1,581,437)	(2,385,000)
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		(4,565,240)	10,497,939	(2,385,000)

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 2024–25 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 2025–26 Federal Budget.

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

Employee benefits	OPH had higher levels of non-ongoing staffing related to increased programs and services to align with the National Cultural Policy "Revive" including increasing philanthropy, sponsorship and outreach programs. OPH have also started initial research activities for the upcoming centenary of the building.
Supplier expenses	The variance to budget is due to the cost of remediation works from the hail storm that artificially inflated supplier expenditure and are subject to insurance reimbursement. OPH does not budget for insurance remediation activities due to its uncertain nature.
Depreciation and amortisation	The variance to budget is due to the independent valuation of the non-financial assets for the 2023-24 financial statements which resulted in an increase in total asset value and therefore total depreciation and amortisation in 2024-25. This valuation occurred after the development of the budget.
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.
Own-Source Revenue Sponsorship and grants	The budget for own-source revenue also includes Sponsorships, Grants and Donations which are separately disclosed in the financial statements. The variance to budget relates to increased admissions revenue from price increases agreed after the budget, higher than anticipated grant funding for the <i>Behind the Lines</i> 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 that were not factored into the original budget.
Other revenue	Other revenue consists of reimbursement of insurance claims for the fire and hail damage. OPH does not budget for insurance claims.

Statement of Financial Position

as at 30 June 2025

		2025	2024	Original Budget
	Notes	\$	\$	\$
ASSETS				
Financial assets				
Cash and cash equivalents	3.1A	22,556,750	18,252,997	6,308,000
Trade and other receivables	3.1B	912,841	526,495	2,485,000
Total financial assets		23,469,591	18,779,492	8,793,000
Non-financial assets				
Right of use building	3.2A	2,195,458	2,469,891	2,548,000
Heritage and cultural building	3.2A	102,283,317	103,604,301	112,500,000
Heritage and cultural collections	3.2A	11,797,862	11,739,322	-
Plant and equipment	3.2A	4,675,431	5,043,988	5,936,000
Computer software	3.2A	48,523	118	205,000
Inventories	3.2B	125,887	106,535	99,000
Other non-financial assets	3.2C	58,027	62,489	123,000
Total non-financial assets		121,184,505	123,026,644	121,411,000
Total assets		144,654,096	141,806,136	130,204,000
LIABILITIES				
Payables				
Suppliers	3.3A	1,495,648	1,614,475	1,041,000
Other payables	3.3B	2,531,924	407,630	993,000
Total payables		4,027,572	2,022,105	2,034,000
Interest bearing liabilities Leases				
Lease – right of use building	3.4B	2,354,489	2,557,769	2,654,000
Total interest bearing liabilities		2,354,489	2,557,769	2,654,000
Provisions				
Employee provisions	4.1A	2,778,207	2,485,194	1,708,000
Total provisions		2,778,207	2,485,194	1,708,000
Total liabilities		9,160,268	7,065,068	6,396,000
Net assets		135,493,828	134,741,068	123,808,000
EQUITY				
Contributed equity		93,870,550	88,552,550	129,991,000
Reserves		62,420,744	62,420,744	50,342,000
Retained surplus/(Accumulated deficit)		(20,797,466)	(16,232,226)	(56,525,000)
Total equity		135,493,828	134,741,068	123,808,000

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% and \$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 due to the timing of the budget process occurring before the 2023-24 financial year was finalised. This resulted in the budget assuming similar timing of receivables as at 30 June 2023 which was not repeated.
Right of use building 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 in June 2024 after the preparation of the budget. Due to this timing, the final financial details were not known at the time of budget preparation.
Heritage and cultural building Heritage and cultural collections	The budget for heritage and cultural assets include both the building and collections which are separately disclosed in the financial statements. The combined balance of the building and collections are within 1.5% of the budget.
Plant and Equipment	Variances arose due to higher depreciation rates on plant and equipment than was initially included in the budget, and lower than planned capital expenditure reflecting the timing of project implementation.
Supplier payables Other payables	Supplier and other payables are higher than originally budgeted due to the receipt of a \$2 million cash advance from the Department of Finance to manage timing differences in the reimbursement of insurance claims for hail damage.
Employee provisions	Employee provisions increased in line with the additional employees. This increase reflects higher salaries from the last enterprise agreement which partly addressed pay fragmentation across the Australian Public Service (APS), transfer of leave balances for employees joining OPH from within the APS, and higher probability factors as more employees approach 10 years of service.
Contributed equity Retained surplus/accumulated deficit	The variance to budget for both of these accounts is due to a historical mis-alignment between the accounts. This has been corrected in the Central Budget Management System for the 2025-26 Budget.
Reserves	The variance to budget for reserves is due to the increase in valuation of the non-financial assets in the 2023-24 financial statements that was not anticipated when preparing the budget.

Statement of Changes in Equity

for the period ended 30 June 2025

	2025	2024	Original Budget
Notes	\$	\$	\$
CONTRIBUTED EQUITY			
Opening balance as at 1 July			
Balance carried forward from previous period	88,552,550	81,980,550	124,673,000
Adjusted opening balance	88,552,550	81,980,550	124,673,000
Transactions with owners			
Contributions by owners			
Equity injection	5,000,000	6,279,000	5,000,000
Equity injection – Collection development and acquisitions budget – CDAB	318,000	293,000	318,000
Total transactions with owners	5,318,000	6,572,000	5,318,000
Closing balance as at 30 June	93,870,550	88,552,550	129,991,000
RETAINED EARNINGS			
Opening balance			
Balance carried forward from previous period	(16,232,226)	(14,650,788)	(54,140,000)
Adjusted opening balance	(16,232,226)	(14,650,788)	(54,140,000)
Comprehensive income			
Deficit for the period	(4,565,240)	(1,581,437)	(2,385,000)
Total comprehensive income	(4,565,240)	(1,581,437)	(2,385,000)
Closing balance as at 30 June	(20,797,466)	(16,232,226)	(56,525,000)
ASSET REVALUATION RESERVE			
Opening balance			
Balance carried forward from previous period	62,420,744	50,341,368	50,342,000
Adjusted opening balance	62,420,744	50,341,368	50,342,000
Comprehensive income			
Other comprehensive income	-	12,079,376	-
Total comprehensive income	-	12,079,376	-
Closing balance as at 30 June	62,420,744	62,420,744	50,342,000
TOTAL EQUITY			
Opening balance			
Balance carried forward from previous period	134,741,068	117,671,130	120,875,000
Adjusted opening balance	134,741,068	117,671,130	120,875,000
Comprehensive income			
Surplus/(Deficit) for the period	(4,565,240)	(1,581,437)	(2,385,000)
Other comprehensive income	-	12,079,376	-
Total comprehensive income	(4,565,240)	10,497,939	(2,385,000)
Transactions with owners			
Contributions by owners			
Equity injection	5,000,000	6,279,000	5,000,000
Equity injection – CDAB	318,000	293,000	318,000
Total transactions with owners	5,318,000	6,572,000	5,318,000
Closing balance as at 30 June	135,493,828	134,741,068	123,808,000

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% and \$300,000.

Contributed equity Retained surplus/accumulated deficit	The variance to budget for both of these accounts is due to a historical misalignment between the accounts. This has been corrected in the Central Budget Management System for the 2025-26 Budget.
Reserves	The variance to budget for reserves is due to the increase in valuation of the non-financial assets in the 2023-24 financial statements that was not anticipated when preparing the budget.
Deficit for the period	Refer to variance commentary on the Comprehensive Income Statement for expenditure and income variances that contribute to the comprehensive income deficit.

Cash Flow Statement

as at 30 June 2025

		2025	2024	Original Budget
	Notes	\$	\$	\$
OPERATING ACTIVITIES				
Cash received				
Appropriations		22,290,000	21,702,000	22,290,000
Sale of goods and rendering of services		1,268,828	1,000,789	3,030,000
Interest		1,434,628	1,107,173	748,000
Rental Income		2,062,694	2,524,989	
GST received		1,591,102	1,521,073	
Other		10,106,294	7,337,941	56,000
Total cash received		38,753,546	35,193,965	26,124,000
Cash used				
Employees		13,756,485	10,280,997	11,597,000
Suppliers		19,982,458	13,480,544	9,195,000
Interest payments on lease liabilities		98,392	107,043	-
Total cash used		33,837,335	23,868,584	20,792,000
Net cash from operating activities		4,916,211	11,325,381	5,332,000
INVESTING ACTIVITIES				
Cash used				
Purchase of property, plant and equipment		(5,727,178)	(7,942,647)	(8,975,000)
Net cash used by investing activities		(5,727,178)	(7,942,647)	(8,975,000)
FINANCING ACTIVITIES				
Cash received				
Contributed equity		5,318,000	6,572,000	5,318,000
Total cash received		5,318,000	6,572,000	5,318,000
Cash used				
Principal payments of lease liabilities		203,280	186,555	484,000
Total cash used		203,280	186,555	484,000
Net cash from financing activities		5,114,720	6,385,445	4,834,000
Net increase in cash held		4,303,753	9,768,178	1,191,000
Cash and cash equivalents at the beginning of the reporting period		18,252,997	8,484,819	5,117,000
Cash and cash equivalents at the end of the reporting period	3.1A	22,556,750	18,252,997	6,308,000

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

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% and \$300,000.

Sale of goods and rendering of services	The budgeted cash flows for sale of goods and rendering of services relates to income from revenue from contracts with customers; sponsorships, grants and donations; and rental income. The higher than budgeted cash flows are in line with the variances to those items in the statement of comprehensive income.
Interest	The variance to budget for interest receipts is in line with the variance on the statement of comprehensive income.
Other cash received	The variance is due to insurance reimbursements not included in budget estimates as described on the statement of comprehensive income.
Employees	The variance is due to OPH engaging more employees than anticipated, as described on the statement of comprehensive income.
Suppliers	The variance is due to hail remediation costs not included in budget estimates as described on the statement of comprehensive income.
Purchase of property, plant and equipment	Purchase of property, plant and equipment were below the original budget due to the timing of project implementation, as described in the budget variances on the Statement of Financial Position.

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 functions of the Museum of Australian Democracy at Old Parliament.

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 whole 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 date and are applicable to the current reporting period did not have a material effect on OPH's financial statements.

Comparative figures

When required by accounting standards, comparative figures have been adjusted to conform to changes in presentation for the current financial year. Accordingly, adjustments have been made to comparatives to ensure consistency with 2024-25 disclosures.

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 2025.

1.1 Expenses

	2025	2024
	\$	\$
1.1A: EMPLOYEE BENEFITS		
Wages and salaries	9,797,620	8,103,174
Superannuation		
Defined contribution plans	1,548,798	881,154
Defined benefit plans	437,829	720,944
Leave and other entitlements	1,270,677	1,089,351
Total employee benefits	13,054,924	10,794,623

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 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.

	2025	2024
	\$	\$
1.1B: SUPPLIERS		
Goods and services supplied or rendered		
Audit fees	70,000	64,091
Consultants	58,917	79,350
Professional services	2,115,222	2,805,319
Travel	143,411	96,186
Building services and maintenance	12,848,321	7,386,748
IT services	1,141,469	1,235,676
Museum engagement and service delivery	941,839	894,919
Building insurance	795,114	327,110
Other	638,662	550,020
Total goods and services supplied or rendered	18,752,955	13,428,621
Goods supplied	9,561,430	5,054,627
Services rendered	9,191,525	8,373,994
Total goods and services supplied or rendered	18,752,955	13,428,621
Workers compensation expenses	57,522	59,738
Total suppliers	18,810,477	13,488,359

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.

	2025	2024
	\$	\$
1.1C: INTEREST COST ON ROU ASSET		
Interest on lease liabilities	98,392	107,043
Total finance costs	98,392	107,043

	2025	2024
	\$	\$
1.1D: WRITE-DOWN AND IMPAIRMENT OF OTHER ASSETS		
Impairment of property, plant and equipment	5,703	21,602
Total write-down and impairment of other assets	5,703	21,602

2.1 Own-Source Revenue and Gains

	2025	2024
	\$	\$
Own-Source Revenue		
2.1A: REVENUE FROM CONTRACTS WITH CUSTOMERS		
Sale of goods	212,114	239,019
Rendering of services	942,628	773,000
Total revenue from contracts with customers	1,154,742	1,012,019

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.

	2025	2024
	\$	\$
2.1B: INTEREST INCOME		
Interest	1,434,628	1,087,729
Total interest	1,434,628	1,087,729

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.

	2025	2024
	\$	\$
2.1C: RENTAL INCOME		
Rental income	2,062,694	1,843,643
Total rental income	2,062,694	1,843,643

Accounting Policy

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

	2025	2024
	\$	\$
2.1D: SPONSORSHIPS, GRANTS AND DONATIONS		
Sponsorships, grants and donations	618,975	583,850
Total sponsorship grants and donations	618,975	583,850

Accounting Policy

Sponsorships and Grants

OPH receives sponsorships and 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.

Donations

Donations are recognised as revenue when they are received.

	2025	2024
	\$	\$
2.1E: OTHER REVENUE		
Insurance claims refunds	7,479,193	4,481,832
Resources received free of charge	547,109	143,616
Other (including cash donations)	8,126	4,574
Total other revenue	8,034,428	4,630,022

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 sale of assets and rental of non-collection items to other museums. Revenue is recognised when the sale occurs or when due under the terms of the agreement with external parties.

Resources Received Free of Charge

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.

	2025	2024
	\$	\$
2.1F: OTHER GAINS		
Gains on disposal of ROU asset	-	112,129
Collection donations	18,662	-
Total other gains	18,662	112,129

Accounting Policy

Collection Donations

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

2.2 Revenue from Government

	2025	2024
	\$	\$
2.2A: REVENUE FROM GOVERNMENT		
Corporate Commonwealth Entity payments from Non-corporate Commonwealth Entities	22,290,000	21,702,000
Total revenue from Government	22,290,000	21,702,000

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

	2025	2024
	\$	\$
3.1A: CASH AND CASH EQUIVALENTS		
Cash on hand or on deposit	22,556,750	18,252,997
Total cash and cash equivalents	22,556,750	18,252,997

Accounting Policy

Cash is recognised at its nominal amount.

	2025	2024
	\$	\$
3.1B: TRADE AND OTHER RECEIVABLES		
Goods and services receivables		
Goods and services	227,931	62,763
GST Receivable from the Australian Taxation Office	388,152	176,061
Other	296,758	287,671
Total goods and services receivables	912,841	526,495

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 INTANGIBLES¹

	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 2024						
Net book value	2,469,891	103,604,301	11,739,322	5,043,988	118	122,857,620
Total as at 1 July 2024	2,469,891	103,604,301	11,739,322	5,043,988	118	122,857,620
Additions						
Purchase or internally developed	-	2,770,090	-	2,066,761	48,523	4,885,374
Works in Progress	-	2,053,158	27,571	(626,218)	-	1,454,511
Right-of-use assets	-	-	-	-	-	-
Donations	-	-	18,662	-	-	18,662
Revaluations and impairments recognised in other comprehensive income	-	-	-	-	-	-
Revaluations and impairments recognised in other comprehensive income for RoU assets	-	-	-	-	-	-
Depreciation and amortization	-	(6,144,232)	-	(1,791,090)	(118)	(7,935,440)
Depreciation on right-of-use assets	(274,433)	-	-	-	-	(274,433)
Reclassifications	-	-	12,307	(12,307)	-	-
Disposals	-	-	-	(5,703)	-	(5,703)
Total as at 30 June 2025	2,195,458	102,283,317	11,797,862	4,675,431	48,523	121,000,591

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 Australia 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 2025 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 2024-25 financial year and amount to \$20,635,799 (2024: \$21,937,242). 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 Heritage and Cultural 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.

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	2025	2024
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 2025. 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.

	2025	2024
	\$	\$
3.2B: INVENTORIES		
Inventories held for sale		
Finished goods	125,887	106,535
Total inventories held for sale	125,887	106,535

During the financial year \$138,359 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.

	2025	2024
	\$	\$
3.2C: OTHER NON-FINANCIAL ASSETS		
Prepayments	58,027	62,489
Total other non-financial assets	58,027	62,489

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

	2025	2024
	\$	\$
3.3A: SUPPLIERS		
Trade creditors and accruals	1,495,648	1,614,475
Total suppliers	1,495,648	1,614,475

	2025	2024
	\$	\$
3.3B: OTHER PAYABLES		
Salaries and wages	422,557	301,100
Superannuation	63,571	45,064
Prepayments received/unearned income	2,034,113	26,911
Other	11,683	34,555
Total other payables	2,531,924	407,630

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

	2025	2024
	\$	\$
3.4A: LEASES		
Lease liabilities	2,354,489	2,557,769
Total leases	2,354,489	2,557,769
Maturity analysis - contractual undiscounted cash flows		
Within 1 year	311,478	302,406
Between 1 to 5 years	1,342,200	1,303,107
More than 5 years	1,116,087	1,466,659
Total leases	2,769,765	3,072,172

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

	2025	2024
	\$	\$
4.1A: Employee provisions		
Leave	2,778,207	2,485,194
Total employee provisions	2,778,207	2,485,194
Employee provisions expected to be settled		
No more than 12 months	1,160,256	955,233
More than 12 months	1,617,951	1,529,961
Total employee provisions	2,778,207	2,485,194

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 Directors and Board Members. Key management personnel remuneration is reported in the table below:

	2025	2024
	\$	\$
Short-term employee benefits	804,788	792,877
Post-employment benefits	135,497	123,362
Other long-term employee benefits	63,309	39,872
Total key management personnel remuneration expenses¹	1,003,594	956,111

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 thirteen (2024: ten).

4.3 Related Party Disclosures

Related party relationships:

OPH is an Australian Government controlled entity. Related parties to OPH are the Director, Deputy Directors, Board Members, 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

	2025	2024
	\$	\$
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	22,556,750	18,252,997
Trade and other receivables	912,841	526,495
Total no more than 12 months	23,469,591	18,779,492
More than 12 months		
Right of use building	2,195,458	2,469,891
Heritage and cultural building	102,283,317	103,604,301
Heritage and cultural collection	11,797,862	11,739,322
Plant and equipment	4,675,431	5,043,988
Computer software	48,523	118
Other intangibles	125,887	106,535
Other non-financial assets	58,027	62,489
Total more than 12 months	121,184,505	123,026,644
Total assets	144,654,096	141,806,136
Liabilities expected to be settled in:		
No more than 12 months		
Suppliers	1,495,648	1,614,475
Other payables	2,531,924	407,630
Leases	311,478	302,406
Employee provisions	1,160,256	955,233
Total no more than 12 months	5,499,306	3,279,744
More than 12 months		
Leases	2,043,011	1,303,107
Employee provisions	1,617,951	1,529,961
Total more than 12 months	3,660,962	2,833,068
Total liabilities	9,160,268	6,112,813

6.1 Financial Instruments

	2025	2024
	\$	\$
6.1A: CATEGORIES OF FINANCIAL INSTRUMENTS		
Financial assets		
Loans and receivables		
Cash and cash equivalents	22,556,750	18,252,997
Trade and other receivables	912,841	526,495
Total financial assets	23,469,591	18,779,492
Financial Liabilities		
Financial liabilities measured at amortised cost		
Suppliers	1,495,648	1,614,475
Other payables	2,531,924	407,630
Total financial liabilities	4,027,572	2,022,105

Accounting Policy

The net fair value of the financial assets and liabilities are their carrying amounts. OPH derived \$1,434,628 interest income from financial assets in the current year (2024: \$1,087,729).

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 3.1B.

6.1C: Liquidity Risk

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

6.2 Contingent Assets and Liabilities

At 30 June 2025, MoAD did not hold any contingent assets or liabilities.

Accounting Policy

Contingent liabilities and contingent assets are not recognised in the statement of financial position but are reported in the relevant schedules and notes. They may arise from uncertainty as to the existence of a liability or asset or represent an asset or liability in respect of which the amount cannot be reliably measured. Contingent assets are disclosed when settlement is probable but not virtually certain and contingent liabilities are disclosed when settlement is greater than remote.

List of reporting requirements

Section 17BE(u) requires this table to be included in entities' annual reports.

Table 20 Reporting requirements as per schedule 2A of the PGPA Rule

PGPA Rule reference	Part of report	Description	Requirement
17BE(a)	9	Details of the legislation establishing the body	Mandatory
17BE(b)(i)	9	A summary of the objects and functions of the entity as set out in legislation	Mandatory
17BE(b)(ii)	29	The purposes of the entity as included in the entity's Corporate Plan for the reporting period	Mandatory
17BE(c)	9	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)	58	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)	28–52	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 related to non-compliance with finance law and action taken to remedy non-compliance	If applicable, mandatory
17BE(j)	11–16	Information on the accountable authority, or each member of the accountable authority, of the entity during the reporting period	Mandatory
17BE(k)	9	Outline of the organisational structure of the entity (including any subsidiaries of the entity)	Mandatory

PGPA Rule reference	Part of report	Description	Requirement
17BE(ka)	63	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)	21-27	Outline of the location (whether or not in Australia) of major activities or facilities of the entity	Mandatory
17BE(m)	53-60	Information relating to the main corporate governance practices used by the entity during the reporting period	Mandatory
17BE(n) 17BE(o)	58	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)	58	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

PGPA Rule reference	Part of report	Description	Requirement
17BE(taa)	58–60	The following information about the audit committee for the entity:	Mandatory
		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	
17BE(ta)	65	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:	If applicable, mandatory
		an outline of actions taken to fulfil those obligations; and an assessment of the cost of fulfilling those obligations	
17BF(2)	NA	A statement regarding the exclusion of information on the grounds that the information is commercially accountable authority or officer of the entity against a sensitive and would be likely to result in unreasonable commercial prejudice to the government business enterprise	If applicable, mandatory

Other legislative requirements

Provision	Act	Part of report
Section 311A	<i>Commonwealth Electoral Act 1918</i>	58
Section 516A	<i>Environment Protection and Biodiversity Conservation Act 1999</i>	66–68
Schedule 2, Part 4	<i>Work Health and Safety Act 2011</i>	65

List of abbreviations and acronyms

AAS	Australian Accounting Standards	ICIP	Indigenous Cultural and Intellectual Property
AASB	Australian Accounting Standards Board	ICT	Information and Communications Technology
ABC	Australian Broadcasting Corporation	IPE	Infrastructure, plant and equipment
ABIA	Australian Book Industry Awards	IT	Information Technology
AC	Companion of the Order	JRPP	Jurisdictional renewable power percentage
ACU	Australian Catholic University	MoAD	Museum of Australian Democracy
ALIA	Australian Library and Information Association	MoG	Machinery of Government
AM	Member of the Order	NAIDOC	National Aborigines and Islanders Day Observance Committee
AO	Officer of the Order	NCIs	National Collecting Institutions
APS	Australian Public Service	NCP	National Cultural Policy
BA	Bachelor of Arts	OAM	Medal of the Order
CBA	Commonwealth Bank of Australia	OM	Order of Merit
CCE	Corporate Commonwealth Entity	OPH	Old Parliament House
CFO	Chief Financial Officer	PACER	Parliament and Civics Education Rebate scheme
CRM	Customer Relationship Management	PBS	Portfolio budget statements
CSS	Commonwealth Superannuation Scheme	PGPA	Public Governance, Performance and Accountability
DIAP	Disability Inclusion Plan	PSS	Public Sector Superannuation Scheme
EPBC	Environment Protection and Biodiversity Conservation	RAP	Reconciliation Action Plan
FBT	Fringe Benefits Tax	RET	Renewable Energy Target
FRR	Finance Report Rule	RoU	Right-of-use
GST	Goods and Services Tax	RPP	Renewable power percentage Institutions
H&C	Heritage and cultural	WHS	Work Health and Safety
HMP	Heritage Management Plan	WIP	Work in Progress

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MUSEUM OF
AUSTRALIAN DEMOCRACY



OLD PARLIAMENT HOUSE