

Mo  
AD

Old  
Parliament  
House



ANNUAL  
REPORT  
2020-2021



Cover image: Tom Ferguson, 2021

This door was originally the left-hand side cupboard component of an original John Smith Murdoch bookcase. It is currently located under the Senate Chamber, which has good passive environmental conditions for our robust furniture collection. But like many pieces of Old Parliament House furniture, it has led many lives. It was originally used as a bookcase in the office of the Clerk of the House. It was eventually separated from the bookcase and repurposed into a more compact piece for office storage. Like the public servants for which it was purpose-built, this timeless piece of design is reliable, hard-working and versatile.

All introduction page images: Tom Ferguson 2021.

## Acknowledgment of Country

The Museum of Australian Democracy acknowledges the traditional owners and custodians of Country throughout Australia. We recognise their continuing connection to land, waters and community. We pay our respects to the people, the cultures and the elders past, present and emerging. The museum respectfully acknowledges the role that Aboriginal and Torres Strait Islander peoples continue to play in shaping Australia's democracy.

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# Letter of Transmittal



The Hon Ben Morton MP  
Minister for the Public Service Minister  
Assisting the Prime Minister and Cabinet  
Special Minister of State  
Parliament House  
Canberra ACT 2600

Dear Special Minister of State,

On behalf of the Board of Old Parliament House, I am pleased to forward to you the annual report on the operations of Old Parliament House for the year ended 30 June 2021.

As the accountable authority for Old Parliament House, the Board is responsible for overseeing the annual report and providing it to you, in accordance with section 46 of the *Public Governance, Performance and Accountability Act 2013*. The report was approved by the Board on 24 September 2021. The Museum of Australian Democracy (MoAD) plays a vital role in educating our visitors on the value of Australia's unique democracy. Our programs enable visitors to better understand how democracy works and the value of civic engagement, inspiring them to participate.

This annual report addresses the objectives outlined in the Statement of Expectations and the corresponding Statement of Intent, and I commend to you the governance provided by the Old Parliament House Board, the Audit, Finance and Risk Committee, and the work of MoAD's management.

On behalf of the Board, I thank the Hon Simon Crean and Professor Anne Tiernan who finished their terms on the Board in late 2020. I also thank Deputy Chair Mr Bernard Wright AO, and our fellow Board members Ms Cheryl Cartwright, Mrs Maria Myers, Ms Gai Brodtmann and Ms Daryl Karp AM, for their contributions.

Despite the challenges of the COVID-19 pandemic, this annual report reflects a prudent approach to financial management and effective governance, and we thank the government for the additional funding for operations and capital works. I acknowledge and appreciate your ongoing support for the activities of the museum.

Yours sincerely,

A handwritten signature in black ink, appearing to read 'Nick Minchin'.

The Hon Nick Minchin AO  
Chair  
Board of Old Parliament House  
11 October 2021

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# Our vision

Celebrating the stories and spirit of Australian democracy and the power of our voices within it



MoAD plays a significant role in enriching understanding and appreciation of Australia's political legacy and the intrinsic value of democracy – the capacity for people to have a say in the future of this nation. Through our exhibitions, events, engagement and education programs we will cultivate 'a peoples' place' – true to the building's original brief – to improve understanding of democracy and the skills required to participate in it.

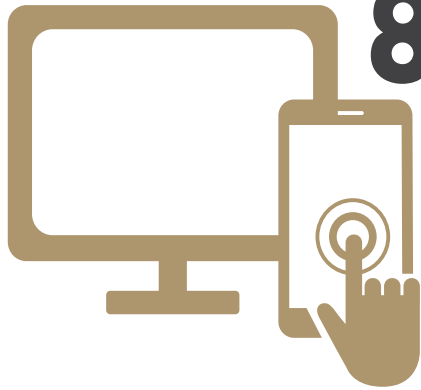
In a country comprising people from over 200 nations, MoAD provides a space where the varied voices that make up our nation can be heard and respected. As a trusted cultural institution, MoAD seeks to build new, mutually-beneficial partnerships that will extend our reach, engagement and influence to a range of audiences.

This iconic building and all it represents will become a place where all of society engages with big ideas. To achieve this, our exhibitions, outreach, visitor experiences, partnerships and events will be richly informed by original and authoritative research. We seek to educate through entertainment and engagement, reflecting on and reinforcing Australia's place as a leading democratic nation.



# YEAR IN REVIEW

## Snapshot



**808,693**  
website visits

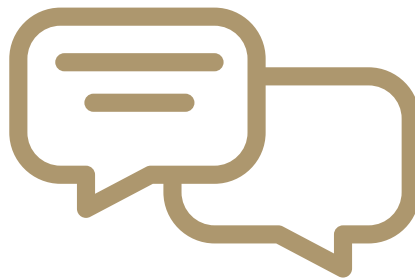


**Museums  
Australasia  
Multimedia  
& Publication  
Design Award**

for Exhibition  
Branding



**ACT National  
Trust Award**  
for Outstanding  
Contribution to  
ACT Heritage



**102,765**  
social media  
engagements



**102,400**  
teachers and students  
engaged in digital  
excursions and with  
online resources

*I am SO happy that you are open. I was planning to visit back in March - but then COVID hit and I've had to wait until now. And it was worth the wait. That exhibition about the Press was fantastic!*

Visitor feedback, June 2021





Visitors were welcomed from every state and territory in Australia

*So much more than just Old Parliament House. Great displays and engaging exhibits. So much warmth and character in the building and its furnishings. Allow at least half a day to do this place justice.*

TripAdvisor review, May 2021



**8434**

people included a tour as part of their visit



**1492**

teachers participated in our professional development programs

*I love the onsite experience and seeing the students engage with government and history but it was the digital excursion that enabled the students to go to places where normal visitors can not. The interactive elements were great and the students loved how the camera gave the illusion of walking through the building.*

Teacher, March 2020



**77**

volunteers with a combined total of

**764 years**

of connection to our volunteer program



Our longest-serving volunteer:

**28 years**

and counting ...

# Timeline

- *Life of the Party* exhibition opens
- Learning delivers most remote program – to a school in Jakarta
- *Behind the Lines* launches at Western Plains Cultural Centre in Dubbo

JULY

- *Democracy 2025 Report No. 8: Political Trust and the COVID-19 Crisis* released
- *Democracy DNA* Advisory Group meeting brings together former politicians, academics and industry leaders

AUGUST

- Awarded a National Trust of Australia (ACT) Heritage Award for refurbishment of hydronic heating at Old Parliament House
- The Hon Ben Morton MP announces \$1.9 million over three years for critical capital works
- Hume Storage rationalisation concludes and facility is vacated
- Senate Chamber reopens to the public following conservation

SEPTEMBER

- *Yours Faithfully* exhibition is relocated to the In Focus gallery
- Work commences on the rear terrace renovation

JANUARY

- The Hon Ben Morton MP announces a new Australian Public Service Academy (APSA), located in Old Parliament House, with the commitment of \$5 million to the Australian Public Service Commission (APSC) to upgrade the Senate undercroft, creating a new exhibition space
- Teachers' Professional Development program with cartoonist Cathy Wilcox streamed around the nation from the House of Representatives Chamber

FEBRUARY

- National Schools Constitutional Convention
- *Enlighten 2021* celebrates civic engagement with words and images from visitor contributions projected onto Old Parliament House
- Launch of *Meet the Press* tour explores fake news and press freedom
- *Behind The Lines 2020* opens in Coffs Harbour

MARCH

OCTOBER

- The 2020–21 budget announces \$6 million to the Australian Electoral Commission for upgrades to the National Electoral Education Centre, and a new exhibition within Old Parliament House
- Henry Parkes oration is delivered by Professor Mark Kenny
- Onsite learning programs return after a COVID-19 pause
- *International Thinking on Children in Museums* (Routledge) showcase *PlayUP* in the 'Young Children and Cultural Citizenship in Australia' chapter

NOVEMBER

- Appearance at Senate Committee – Nationhood, National Identity and Democracy
- *Behind the Lines 2020 – A Dog's Breakfast* opens
- Democracy 2025 Director, Professor Mark Evans awarded Institute of Public Administration Australia National Fellow
- The Henry Parkes Digital Studio opens
- Minister for the Environment the Hon Sussan Ley MP launches *Sustainable Change Makers*, citizens learning resource, a partnership with the Department of Agriculture, Water and the Environment (DAWE)

DECEMBER

- *A Country Mile: Journeys with the National Party* exhibition opens
- New tour *Peril in the Parliament* commences
- Photographic exhibition *A Capital Idea*

APRIL

- *Pin, Pearls and Portfolios* tour launches
- Zine Lounge reopens
- Heritage Management Plan 2021–26 submitted

MAY

- *HiveMind: Honeybees, Democracy & Me* exhibition opens
- *The Public Service: For the Government of the Day* exhibition opens
- *Democracy DNA* Advisory Group meeting brings together former politicians, academics, and industry leaders

JUNE

- Opening of the new Speaker's Suite interpretation
- National Citizens' Jury on genome editing held in the House of Representatives Chamber



DEAR  
DEMOCRACY ...

Responses from the *Yours Faithfully* exhibit, where visitors were asked to use typewriters to consider and write a letter to their Democracy.

It has been years since I used one of these typewriters.

I think that you are all doing a great job under the current circumstances.

We are thoroughly enjoying our tour around Canberra ... we haven't been here for 35 years.

Postcode 3741

**Thank you for letting us live our lives and speak our minds.**

Christine

I am thankful for the freedom you offer each citizen of this beautiful country, as I teach my son about life, I believe we are by far one of the luckiest countries in the world.

**What a precious idea you are.**

**What a slow process you are.**

**Please stop being so biased.**

**Thank you.**

From Sydney, 2021

**Thank you for being brave.**

From Liberty

**If you don't vote, don't complain.**

**Yours faithfully, a mother.**

I appreciate the beauty of this place and the ways in which the Native Peoples are spoken of and recognised ... America can learn from Australia's example.

An American living in Australia

**Hello to the Traditional owners of this land.**

**I am very sorry that your voices are not heard more often.**

**I feel deeply grateful to live in Australia and I will continue to be an ally and vote for Aboriginal and Torres Strait Islander voices.**

**Always was, always will be. Lots of love**

Sarah xx

“ We seek to  
educate through  
entertainment  
and  
engagement ”





# DIRECTOR'S REPORT

### To make a local call

- 1 Listen for dial tone.
  - 2 Insert 10c and 20c coins.
  - 3 Dial required number.
  - 4 If the number is engaged, or does not answer, replace handset and recover coins from Coin Return.
- Emergency service 000. Coins required but will be returned when the handset is replaced.



When the Museum of Australian Democracy closed its doors to the public on 23 March 2020 in response to COVID-19, continuing to deliver on our mission required rethinking and repositioning. Capital works were brought forward, digital programming was specifically crafted for key target groups, and Learning staff developed an entirely new suite of approaches. Despite the innovation and impact of the new digital programs, we couldn't replace the extraordinary experiences of an onsite visit to our historic building. It was with delight that we opened the museum again – albeit with restrictions – on 20 July 2020, with timed admissions and limited numbers based on the new COVID-19 capacities.

### Inspiring and engaging

Understanding the needs of our visitors on their democracy journey has been fundamental to effectively engaging with them. Our approach to exhibitions, informed by the Smithsonian Museum (IPOP)<sup>1</sup>, integrates a range of learning styles and underpins our work on current and future galleries. A conversational tone, openness to the exploration of diverse ideas, empathy, and opportunities for visitors to add their voice and be heard continues to be at the heart of our learning journey. In the 2020–21 financial year, MoAD provided opportunities for visitors to actively share their voice through the *HiveMind* and *Dear Democracy* exhibitions, as well as the Zine Lounge and the weekly *PlayUP* 'election', which provides opportunities to both understand our visitors and allow dialogue with and between them.

We expanded our offering with several new exhibitions and interpreted spaces. *A Country Mile: Journeys with the National Party* opened in December 2020 to mark the centenary of the formation of the Country/National Party; a new exhibition in partnership with the APSC, *The Public Service: For the Government of the Day*, opened in

the Yeend Suite in the Prime Minister's precinct in May 2021; and the Speaker's Suite was refreshed and reinterpreted. New temporary exhibitions included *Behind the Lines 2020* and *HiveMind: Honeybees, Democracy & Me*.

The annual *Behind the Lines* exhibition continues to attract loyal audiences to Canberra and to regional venues around Australia. Behind the humour and, at times, pathos of the cartoons lie important messages about freedom of expression and tolerance in political debate. Political Cartoonist of the Year Cathy Wilcox worked with the storyline of *A Dog's Breakfast* to offer a warm, inviting, and thought-provoking exhibition that helped our visitors make sense of the challenging year that was 2020. For the first time, the exhibition included animated GIF cartoons, and a special 'In Focus' section examined 10 years of Closing the Gap cartoons. The exhibition won the Museums Australasia Multimedia and Publishing Design Awards for Exhibition Branding.

### Reaching audiences across Australia

COVID-19 required us to be nimble and adaptive, restructuring operations to capitalise on opportunities, reshaping our research engagement and rethinking our forward plan. We introduced free entry to the museum and created three new tours; *Peril in the Parliament*;



MoAD Director Ms Daryl Karp AM.



“ Understanding the needs of our visitors has been fundamental to engaging them ”



Cathy Wilcox accepts the award for Political Cartoonist of the Year.

*Pins, Pearls and Portfolios: Women in Australian Parliaments*; and *Meet the Press*. These programs targeted the 25–44-year-old demographic and allowed COVID-19-safe, deep engagement.

If visitors were not able to come to us, we went to them. *On Air PlayUP* provided weekly online family experiences with accompanying guides,<sup>2</sup> and a closed Facebook forum<sup>3</sup> provided rich commentary to be incorporated into the book *Saving Democracy* by Gerry Stoker and Mark Evans.

And we partnered widely – from the ABC’s *Finding the Archibald* television series to the Institute for Policy and Governance’s *Genomic Deliberative Democracy Initiative* – using radio, television, and digital programs to reach visitors across the length and breadth of the country.

## Enriching education and learning

Border closures and travel restrictions heavily impacted MoAD’s learning programs. Onsite visitation by students and teachers declined year-on-year, a 68 per cent decline on 2018–19 and a 55 per cent decline on 2019–20. In contrast, the take-up of digital learning excursions by students and teachers experienced a 165 per cent increase from the 2019–20 financial year.

Our previous pivot to teacher professional development was enhanced by new Teacher Quality Institute (TQI) Professional Development Accreditation, and we delivered workshops to

1459 teachers across Australia through a mix of onsite and online courses. Our closed Facebook group continues to provide an effective platform for engaging with teachers on an ongoing basis. We also provided downloadable learning resources for use in the classroom on a range of relevant topics, including media literacy. In the 2020–21 financial year just under 20,000 curriculum resources were downloaded across the country, an increase of 87 per cent.

## Impact and reach

In collaboration with Harvard University’s *TrustGov, Democracy 2025: Strengthening Democratic Practice* added two new reports to its substantial body of work. Report Nos 7 and 8 investigated the impact of COVID-19 on trust around the world. The 2021 Democratic Audit of Australia, a collaboration with the Democratic Audit of the UK, is substantially underway, drawing on contributions from universities in all Australian states and territories.

We appeared before the House of Representatives Standing Committee on Procedure’s *Inquiry into the Practices and Procedures relating to Question Time* and the Senate Legal and Constitutional Affairs References Committee’s *Inquiry on Nationhood, National Identity and Democracy*. Professor Mark Evans’ final two *Democratic Fundamentals* podcasts with Michelle Grattan reached 125,000 listeners.

1. Smithsonian-developed approach that addresses the four key engagement means of idea, people, object and physical.

2. <https://www.moadoph.gov.au/visiting/families/on-air-playup/>

3. For example, the group identified the need to define what we mean by ‘democracy’ and ‘politics’. Most people don’t understand the difference between the two and often confuse them, especially considering what they think of ‘democracy’, when their answer is actually what they think of ‘politics’.

## Enhancing the legacy

MoAD utilised the period of reduced visitation to undertake substantial, critical capital works including repairing the damage caused by the January 2020 hailstorm. Projects included resurfacing the parquet floor in King's Hall; refurbishment of the Library; upgrading the lighting, heating, ventilation and air conditioning in the Members' Dining Rooms; and repair of leaks and render replacement on the back balcony. New roofing, gutters and access walkways were also installed to replace those damaged during the storm.

Our continued excellence in heritage preservation was rewarded with the ACT National Trust Heritage Award (for Outstanding Contribution to ACT Heritage) for the innovative refurbishment of the heritage radiators in the north wing and upgrade of the original heating system.

In the May Federal Budget, we received three non-ongoing funding measures, totalling \$10.578 million. The funding is very welcome and contributes to the underfunded capital plan for the building.

## A steady hand

All elements of revenue generation were impacted by COVID-19, including general entry, learning, catering, and events. We have actively sought new opportunities to generate revenue and have further reduced the footprint of our office spaces in the building which has enabled us to lease spaces to two new tenants, delivering additional rental returns.

I am pleased to report that we received an unqualified audit for 2020–21.

MoAD's specialised and dedicated staff continue to be crucial to its success. The museum's results from the 2020 APS Employee Census exceeded the averages seen for our benchmarking categories (Specialised Agencies, Extra Small Agencies and the wider APS); however, our results are below the previous census results and below our Key Performance Indicator (KPI) for staff wellbeing. These outcomes are currently under review.

MoAD is in the process of developing its third Reconciliation Action Plan (RAP), aiming for the Innovate Level. The agency currently has three identified Indigenous employees, excluding our casuals, which equals approximately 3.7 per cent of our workforce.

## Thank you and acknowledgements

I am proud of MoAD's work and the impact it has on educating, engaging and inspiring our visitors, and I am grateful to everyone who has supported us in our work this past year.

I would particularly like to acknowledge the generous donors, whose contributions and gifts enable us to elevate our programs and operations and reach more Australians. Thank you to Peter Yates and the Yates Family, the Henry Parkes Foundation, and private donors including our current and former Board Members, visitors and volunteers.

I would also like to thank:

- our staff, who bring significant expertise and passion to our operations, and continue to demonstrate creativity and flexibility in this unprecedented time
- our volunteers for their dedication to Old Parliament House and their generosity in gifting their time, energy and expertise to the museum
- our Board members, for their guidance, professional insights and support
- my colleagues at cultural agencies around the country, for their collegiality and collaborative spirit
- our advisory groups of industry leaders, former Members of Parliament and academics for contributing their expertise to MoAD's programs
- the Australian Government – in particular, our minister, the Hon Ben Morton MP, Assistant Minister to the Prime Minister and Cabinet, and the officers of the Department of the Prime Minister and Cabinet – for their continued commitment and contribution to our success.



**Ms Daryl Karp AM**  
Director



# PERFORMANCE

# Annual performance statements

The Board, as the accountable authority of Old Parliament House, presents the 2020–21 annual performance statements of Old Parliament House, as required under paragraph 39(1)(a) of the *Public Governance, Performance and Accountability Act 2013* (PGPA Act). In the Board's opinion, these annual performance statements are based on properly maintained records, accurately reflect the performance of Old Parliament House, and comply with subsection 39(2) of the PGPA Act.

## Purpose

MoAD at Old Parliament House is a living museum of social and political history, located in a nationally listed heritage building in Parkes, Canberra.

MoAD helps people understand Australia's social and political history by interpreting the past and present, and exploring the future. We achieve this by:

- bringing alive the importance of Parliament in the lives of Australians
- interpreting, conserving and presenting the building and our collections
- providing entertaining and educational public programs
- providing a range of other services that enhance the visitor experience.

This purpose was achieved through a single outcome, set out for the entity in the Prime Minister and Cabinet Portfolio Budget Statements 2020–21.

## Outcome 1

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

Old Parliament House achieved its purpose through three key deliverables, as set out in the Portfolio Budget Statements:

- conservation of the national heritage building and collections
- creation and delivery of public programs, learning experiences and research activities related to Australia's social, parliamentary, and democratic journey
- the provision of activities and services to promote the understanding of democracy and Australia's unique democratic traditions and institutions.

The above deliverables are encompassed by the strategic priorities set out by the *Old Parliament House Corporate Plan 2020–21* (Corporate Plan).

## Results

Table 1 details Old Parliament House's performance against the key performance measures set out for 2020–21 in the Corporate Plan (pages 18–22) and Portfolio Budget Statements.

Overall, the figures demonstrate that Old Parliament House is working within its resources to manage its assets, develop its collection and deliver a range of relevant and accessible points of engagement with the Australian public.

Table 1 : Results for Key Performance Indicators 2020-21.

Performance criterion			Target	Result	
Deliver a spectrum of experiences  Exhibitions, events, learning programs and digital activities that allow our audience to engage with the concepts of history and democracy	Visitor interactions	Number of visits to the organisation onsite (excluding school programs)	150,000	119,911	
		Number of offsite visitors to the organisation	140,000	149,541	
	Visitor satisfaction	Number of visits to the organisation's website	495,000	808,693	
		Percentage of visitors satisfied or very satisfied with their visit	90	98	
	Participation in school programs	Number of people participating in facilitated public programs	35,000	31,119	
		Number of students and teachers participating in schools programs onsite and offsite	45,000	27,868	
		Number of students and teachers participating in virtual and online excursions	80,000	102,400	
		Number of educational institutions participating in organised school learning programs	1,200	671	
	Collect, share and digitise  Build and maintain a rich national collection for current and future generations of Australians to enjoy and learn from	School program survey rating (by teachers)	Percentage of teachers reporting overall positive experience	95	95
			Percentage of teachers reporting relevance to the classroom curriculum	95	100
Collection management		Percentage of the total collection available to the public	35	21	
		Percentage of the total collection digitised	90	85	

## Analysis

Old Parliament House achieves its purpose and outcome through MoAD, which was established to provide an enriched understanding and appreciation of the political legacy and intrinsic value of Australian democracy.

During 2020–21, visitation to the museum was dramatically impacted by developments associated with the COVID-19 pandemic. Learning programs and catering were affected to an even greater extent than general museum visitation.

The closure of Australia to international visitors, and the frequent public health-related changes affecting travel within Australia at short notice, made it difficult for Australians to plan and implement events or holidays. However, when events, tours and programs were offered there was strong participation, particularly by local ACT visitors.

## Visitor numbers

**Table 2 : Visitor numbers in 2020–21. Trends in total annual visitor numbers (NB: this table is a summary of the numbers in the above table showing total visitation of all types for the museum).**

Activity	2017–18	2018–19	2019–20	2020–21	Change from 2019–20 to 2020–21	
					No.	%
<b>Onsite activities</b>						
<i>Programs and exhibitions</i>						
School programs	84,991	87,875	61,593	27,868	-33,725	-55
Museum visitors	185,842	210,204	134,564	86,701	-48,653	-36
Catering	73,864	80,544	57,195	32,396	-24,799	-43
<b>Total visitors onsite</b>	<b>344,697</b>	<b>378,623</b>	<b>253,352</b>	<b>146,965</b>	<b>-107,177</b>	<b>-42</b>
<b>Offsite activities</b>						
Outreach and travelling programs	168,743	283,307	213,781	251,941	-4,954	-2
<b>Total visitors onsite and offsite</b>	<b>513,970</b>	<b>661,930</b>	<b>467,133</b>	<b>398,906</b>	<b>-112,131</b>	<b>-24</b>
<b>Website</b>						
Number of online visits	491,749	485,853	612,200	808,693	196,493	32
<b>Total visitors onsite, offsite and online</b>	<b>1,005,719</b>	<b>1,147,783</b>	<b>1,079,333</b>	<b>1,207,599</b>	<b>84,362</b>	<b>8</b>



## Online interactions

Table 3 : Trends in website usage.

Usage	2017-18	2018-19	2019-20	2020-21	Change from 2019-20 to 2020-21	
					No.	%
Website visits	491,749	485,853	612,200*	808,693	196,493	32
Webpage views	948,324	1,408,562	1,380,079	1,836,314	456,235	33

\* Data adjusted to account for omission of some microsite visitation data.

There are two categories of website visitor:

- those seeking information about Australian democracy, history and politics
- visitors seeking information about visiting the museum.

Organic traffic remained the top medium for finding museum content. Google was the largest traffic source. People looking for democracy and related topics tended to spend a small amount of time on the website compared to those looking for visitor information. Where the 'researcher' views were around one to one-and-a-half pages per session, the 'potential visitor' averaged three to five pages to view museum-related information and make their booking.

Even though COVID-19 restrictions were slowly eased last year, the increase in website visits was driven by educational resources. The website's traffic peaked around March 2021.

Our range of online interactions remained steady during 2020-21, as work began on the website redevelopment project. There were digital excursions for remote and regional schools, more digital connections via MoAD's YouTube channel, *On Air PlayUP* videos and activities, and a range of blog articles. Digital activities were largely targeted to three audiences:

- students and teachers
- families
- 'curious fact finders'.

## Collection conservation and access

In 2020–21 MoAD completed a de-accessioning project, disposing of items that were in disrepair or no longer required in the collection. Even after new acquisitions were included, there was an overall reduction in the total number of objects. This resulted in a 1.6 per cent decrease (see Table 4).

As in 2015–16, a lack of resources meant the museum did not add listings for collection items to its website this year. The number of collection items available online did not change.

**Table 4 : Trends in collection management.**

Usage	2017–18	2018–19	2019–20	2020–21	Change from 2019–20 to 2020–21	
					No.	%
Collection objects	27,424	28,743	28,975	28,516	-459	-1.6
Percentage of the collection available to the public online	2	2	2	2	–	–

**Wally Bell performs the Welcome to Country ceremony at the opening of the Hivemind exhibition.**







# ACHIEVEMENTS

The following sections describe how we achieved the strategic priorities set out in our Corporate Plan for 2020–21.

## Strategic priority



### Shaping conversations, influencing outcomes

Our exhibitions, events, collections, research, and education programs will provoke thoughtful engagement through stories and creative interpretations of past and current events informed by authoritative research and data analysis. We will advance national conversations about democracy – past, present and future.

The museum delivered an ambitious but measured program – a mix of temporary and long-term displays in existing and newly repurposed Old Parliament House spaces. The backdrop of COVID-19 affected the pace and scale of our activities but, in pockets of normality, the museum thrived and was able to provide an uplifting and engaging experience, a very welcome respite to an overwhelming set of external circumstances.

A key feature to the museum's approach to engaging with visitors throughout this period was meeting our visitors 'where they are' and making their experience inside the museum feel personalised, safe and significant.

Over 146,000 people experienced the museum onsite, many expressing their renewed appreciation for being able to physically visit the building. While the impact of continuing border closures meant that onsite numbers decreased year-on-year (-42 per cent) our digital visitors surged and 808,693 users visited MoAD's websites, a robust increase of 32 per cent.

## Exhibitions

### ***Behind the Lines***

Our popular annual exhibition, *Behind the Lines: The Year's Best Political Cartoons*, opened in November 2020 with Cathy Wilcox announced as the Political Cartoonist of the Year. Fittingly themed *A Dog's Breakfast*, the exhibition looked back on a year like no other, dominated by devastating bushfires and a global pandemic. The 2020 exhibition included a cartooning masterclass by Cathy Wilcox, the introduction of the enormously popular 'Whoosh' machine and new digital experiences for the exhibition. These included showcasing animated GIF versions of cartoons and developing a touchless, QR-code system for collecting 'People's Choice' votes for visitors' favourite cartoons.

*Behind the Lines 2020* was recognised for excellence, winning the best exhibition branding package at the 2021 Museums Australasia Multimedia and Publishing Design Awards. The exhibition has travelled to regional galleries around Australia including the Western Plains Regional Gallery in Dubbo, the State Library of South Australia and the National Cartoon Gallery in Coffs Harbour. The total number of visitors to the touring exhibition during the 2020–21 financial year was 17,666.



### ***HiveMind: Democracy, Honeybees & Me***

Launched in May to coincide with World Bee Day, the exhibition explores the surprising connection between humans, democracy and honeybees through objects, stories and visitor participation. Soundscapes featuring interviews from beekeeper Cormac Farrell layered with audio from a hive of bees engaging in their decision-making processes bring the exhibition to life. The two protagonists of the exhibition – William Yates MP, the first beekeeper at Old Parliament House, and Cormac Farrell, the current beekeeper at Australian Parliament House – contributed to shaping the exhibition, making it a deeply personal and engaging experience: William Yates, now deceased, via the contributions of his family, and Farrell through consultation during the curatorial process. Over 4000 visitors have experienced this lively exhibit since doors opened.

### ***Australia's Public Service: For the Government of the Day***

On 27 May, the Hon Ben Morton MP opened *Australia's Public Service: For the Government of the Day*. The exhibition invites visitors to learn more about the critical work the Australian Public Service (APS) does to support the government and the people. Housed in the historic Geoffrey Yeend Suite in the Prime Minister's precinct, the space is a cabinet of curiosities that explores the rich 120-year history of the APS. Focused on dual themes of health and wealth, this tiny but mighty space is the first part of an ongoing creative partnership with the APSC.

### ***A Country Mile: Journeys with the National Party***

In December 2020 we marked the centenary of the National Party with a new exhibition. The Nationals started life as the Country Party to fight for rural and regional Australians. Never out of federal parliament, this minor party has had a major influence on our nation. The exhibition explores the party's ideals, achievements and future directions, showcasing MoAD collection items within the Country Party's original offices. At the launch, the then Deputy Prime Minister Michael McCormack MP and other key Nationals reminisced in the Country Party Room, which has been refreshed to recreate the era of party icon John McEwen. Other visitors enjoyed exploring the stories of the Nationals' many visionary, determined and quirky characters.

### **The Speaker's Suite**

In 2021 we reopened the Speaker's Suite, freshly interpreted in the era of the Hon Joan Child MP, the first female Speaker of the House of Representatives (1986 to 1989) and first female Labor MP. The work also references two former Speakers – Sir Billy Snedden (Speaker from 1976 to 1983) and Dr Harry Jenkins Snr (Speaker from 1983 to 1985). The interpretation examines the roles of the Speaker and their support staff, and the hospitality offered by the Speaker to international delegations, Senators and fellow MPs. Although designed with the self-guided visitor in mind, 'familiarisations' for staff and volunteers were conducted to ensure that all staff and volunteers have the tools to effectively interpret the suite to visitors.

### ***A Capital Idea (temporary exhibition)***

A fast turnaround exhibition was installed in the House of Representatives verandah prior to the 2021 summer holidays. It explored the history of the site, John Smith Murdoch's design and W. J. Mildenhall's photographs. Mildenhall's photographs were also projected in King's Hall to enhance the visitor experience.

### **Onsite tours**

When reopening in July 2020 our 20-minute *Building History* tour was the first facilitated program reintroduced for museum visitors. Since that time 5726 visitors have taken the tour. We steadily rebuilt our tour program over this period, running custom tours for scouts and army groups in July, August and September. Our premium, after-hours *Top Secret* tour was adapted and offered from August 2020, with all available places selling out.

In Autumn 2021 there were glimpses of a return to pre-COVID-19 visitation levels, at least for Australian visitors. During Easter and the April school holidays the museum was buzzing with as many as 1500 visitors per day. Of these, around 78 per cent were from outside the ACT – including approximately 47 per cent from New South Wales and 23 per cent from Victoria.

We launched two significant new tours in 2020. *Meet the Press* connects the historic Press Gallery at Old Parliament House and the contemporary *Truth, Power and a Free Press* exhibition, and *Pins, Pearls and Portfolios* traces the century-long quest by women to serve in Australian parliaments, starting with the 1921 election of Edith Cowan in Western Australia.

*Peril in the Parliament* is a new premium after-hours experience that promotes engagement with democracy. It offers enjoyable, informal learning around how Parliament operates, including the role of the Speaker, MPs, political parties, and parliamentary staff. Visitors are immersed in the House of Representatives Chamber for an hour and, through facilitation by our Museum Experience Officers, they work together, solving puzzles and riddles to earn clues. The clues lead them to identify a fictional killer. Participants exercise critical thinking and practise teamwork – necessary skills in a vibrant democracy. Twenty-one sessions ran between December and June. The core audience for this program ranges from 25–44 years old and most attendees had not visited for over a year.

## Digital experiences

COVID-19 caused a shift in audience interactions and expectations, both in-person and virtual. As we emerged from the first wave of lockdowns, we continued to focus on meeting our audiences' needs, adapting to new behaviours, and ensuring future resilience.

This year the Digital Engagement team made progress on significant new projects including a website redevelopment and the implementation of a data asset management system. These projects are focused on re-building our digital brand in a smarter, more future-focused way. While these projects were underway we were still able to grow our online audiences and experiment with new digital experiences.

## Democracy 2025 – strengthening democratic practice

Democracy 2025, our research partnership with the University of Canberra directed by Professor Mark Evans, continued to advance conversations about democratic practice through a diverse range of targeted research projects, publications, presentations and podcasts. Two comparative reports *Political trust and the COVID-19 crisis: Pushing populism to the backburner?* and *Is Australia still the lucky country?* were produced in collaboration with TrustGov, a UK-government funded collaboration between the University of Southampton and Harvard University. Professor Mark Evans and Professor Gerry Stoker's soon to be released book, *Saving Democracy* (Bloomsbury Publishing) utilised a unique crowdsourcing

approach in the quest for world-leading and proven ways to strengthen democratic practice. Over six months, draft chapters were posted, comments synthesised, rejoinders posted and key lessons incorporated into redrafts. The book is to be published in late 2021.

The Democratic Audit of Australia is fully underway, with key chapters commissioned, and academic and professional partnerships established in the United Kingdom, and in every state and territory in Australia. Edited by Patrick Dunleavy, Mark Evans and Alice Park, this collaboration with the Democratic Audit of the United Kingdom and the London School of Economics, aims to enhance the quality of democratic governance and provide an invaluable resource to support better civics education and practice in Australia.

A full list of the outputs from the Democracy 2025 initiative is available at [democracy2025.gov.au](https://democracy2025.gov.au).

## Online results and activity

### Increased pageviews across MoAD's web presence

Website total pageviews increased by 33 per cent (from 1,380,079 total pageviews in 2019–20 to 1,836,314 in 2020–21) and website visits increased by 32 per cent.

### Accessibility audit

Accessible Arts were commissioned to conduct an audit of our website content. This work marks a new approach for us: informing the development of the new site and ensuring accessibility is built into our processes when developing new content.

### Audience research

We conducted 606 visitor surveys, and launched a comprehensive audience research project with Patternmakers, the results of which will be available in FY 2021–22. This work will deliver key insights into our online, onsite, existing and new audiences.

## Strategic priority

Empowering and engaging communities

# 2

We will promote active citizenship via a suite of transformative audience experiences and targeted activities that are timely and influential, and that support inclusion and build civic and social cohesion.

In 2020-21 MoAD delivered learning and community-building programs that created connectivity, promoted social cohesion and educated diverse audiences on civics, citizenship and the importance of voice and agency in a healthy democracy.

### Onsite visitation

The unpredictability of COVID-19 prevented interstate schools travelling throughout most of the period; however, the 2021 calendar year began optimistically with New South Wales and Victorian schools resuming travel to the National Capital. The distinctive sound of students entering the building and spilling through the halls after such a long break was a welcome and energising milestone for MoAD staff.

To keep our messaging to schools and tour operators consistent, we worked with the National Capital Education Tourism Project (NCETP) and other cultural institutions across Canberra to maintain updated information on the Book Canberra Excursions website. Schools often book two years in advance and will hold onto bookings until the last moment before cancelling. This made it difficult to forecast actual numbers on top of the persistent COVID-19 threat.

A total of 27,464 students and teachers participated in onsite excursions, with 23,334 participating in our most popular program *Who's the Boss*. The number of students participating in onsite programs was down 55 per cent; however, we saw a healthy and enthusiastic swing to our digital programs. Over 7500 students participated in our digital programs, an extraordinary 165 per cent increase year-on-year.



## Online engagement

Despite COVID-19 impacting school excursions, many local schools continued engaging with Canberra's cultural institutions via their online platforms. To better support teachers and their students, existing projects were reviewed and reprioritised, re-purposing and expanding our digital and online offerings. MoAD was promoted as a digital destination for civics learning resources via our social media, e-newsletters, teacher association networks and contacts within state and territory education departments. In the month of September, we reached a record breaking 1511 students through digital excursions.

Excitingly, the new Henry Parkes Digital Studio delivered its first program in January 2021. The larger studio allowed more flexibility in how we present digital programs. Generous donations from The Henry Parkes Foundation and the public helped fund a new digital workshop program, which is highly interactive and meets a variety of Australian Curriculum outcomes.

The impact of COVID-19 has changed the way teachers engage with technology and digital media. To ensure resources meet the expectations and needs of teachers, we employed an external consultant to conduct an online survey followed by three focus groups with primary and secondary teachers. The detailed feedback gained from the focus groups has directly influenced our development and delivery of programs. Teachers reported the 'need to be highly interactive. It would be helpful if students felt like they were getting to see somewhere different or behind the scenes or getting access to somewhere they wouldn't normally'.

According to teachers' feedback, our inclusive options of either a live digital excursion during class or a multi-connect program for remote learning were particularly valuable, especially for Victorian and greater Melbourne schools during lockdown. These were made accessible via Zoom, Web-Ex, and Microsoft Teams, depending on teacher needs and different education department/school IT restrictions. A recommendation for our live programs is that each connection be only a single class for engagement and interactive purposes, meaning schools often made multiple bookings to ensure as many students could enjoy the experience as possible.

*Democracy, Media and Me* was the most popular digital excursion, principally with Year 5 and 6 classes. NSW had the highest engagement, followed by Victoria, with a growing number of

connections from regional and remote Queensland and Northern Territory schools. Most of these schools had previously experienced our digital programs and around half had never been onsite. This was closely followed by the Rights and Freedoms digital program. Our educators made a special connection with students from Osaka, Japan, and their extremely positive feedback created an excellent opportunity to consider our reach and relevance in new markets.

## Teacher Professional Development

Teacher Professional Development (PD) has been a significant area of growth this year. Our webinar *In Conversation with Cathy Wilcox* was streamed live from the House of Representatives Chamber to teachers in every state across the country.

A dynamic calendar of events was developed, offering regular Democracy 101 and *Behind the Lines* webinar programs throughout the year. Our new, two-hour PD webinar program for media literacy and critical thinking received TQI approval. *Media Literacy and Critical Thinking Skills: Political Cartoons* has now become a sought-after and frequently requested webinar.

With the growing transition of many organisations to webinars, MoAD hosted or contributed presentations to:

- Connecting with the Canberra Culturals (hosted)
- Reconnecting in the Digital World NCETP Aboriginal and Torres Strait Islander Histories and Cultural collaborative webinar (hosted)
- NCETP Civics and Citizenship Resources collaborative webinar
- The Strategies and Tactics of Social Media Misinformation (in partnership with Questacon and the US Embassy)
- Tasmanian History Teachers' Association annual conference
- History TeachMEET
- a Victorian social educators' event.

A variety of digital platforms were employed to stay in touch and build relationships with teachers and educators across the sector, including a quarterly e-newsletter (*the Memo*); an active Twitter account; the new Australian Civics Educators' Network Facebook group, and hosting national and international audiences for the first ever EDUC8 Clubhouse conference.



The number of rich, curriculum-aligned resources available online was increased to better support teachers across the country, with ready-to-go activities for use in remote learning or in the classroom. These include *Sustainable Change Makers: Lunchbox Citizens* resource; *Civics in Pictures* page – exploring picture books and democracy; a new media literacy page; podcasts on protest music and the Vietnam moratorium; and *Student Voice* mini podcast series.

## Taking the MUSTER Initiative online

The longstanding relationship with the Australian Multicultural Foundation – delivering mentoring programs to youth leaders – was deepened when we co-hosted the virtual graduation for a National Youth Leadership Program, funded by the Australian Government and Department of Social Services under the Mutual Understanding, Support, Tolerance, Engagement and Respect (MUSTER) Initiative. A total of 54 virtual participants across Australia celebrated the achievements of this special group of young leaders. They shared what they learned, their experiences, and resources they had created in support of local community issues.

## Engaging with communities

### **PlayUP**

Our imaginative play-based exhibition, *PlayUP*, continues to be an important place for families and children to connect with concepts of democracy.

*On Air PlayUP* remote access programming replaced onsite until September 2020, after which we resumed our popular face-to-face sessions. The series has proved a valuable asset we can re-promote and add to during snap lockdowns.

### **School holidays: Zine-making workshops**

After a 12 month closure due to capital building works and COVID-19, the Zine Lounge reopened as a permanent space on the main floor. It appeals to a young adult audience and provides materials, guides and inspiration for zine making. Despite distancing rules limiting attendance, 76 people participated in workshops across five days during the April school holidays. With most

attendees new to zine making, the program guided young people (and a few adults) through creating zines on topics including environmental change, experiences of racism and gender diversity. A survey revealed the program exceeded expectations, with one young person writing, 'I had zero expectations because I was brought out of bed, but it was fabulously amazing.'

### **Yours Faithfully and the Letterbox Project**

In 2020 MoAD collaborated with Connected AU to bring the Letterbox Project to its *Yours Faithfully* exhibition. The Letterbox Project is a free program that connects willing letter writers to lonely or isolated Australians who do not have access to technology, to receive emails or text messages. Visitors to *Yours Faithfully* were able to select a Letterbox Project participant to write to, based on a profile describing their age and interests.

*Young Savannah was a regular visitor to PlayUP, which she described as 'the democracy place'. Her dad explained how voicing her opinion is her democratic right and we often hear Savannah in PlayUP saying, 'it's my democratic right!' when she's crafting or sharing her opinion.*

March 2021

*There was a family in Yours Faithfully today ... the two children [wrote] a letter to their father trapped working in France during COVID. They also wrote a letter to their grandparents and said how exciting it was to be able to use a typewriter, just as they would have when growing up.*

*Daily Whisper, January 2021*

*A 12-year-old boy who 'likes to come here all the time' with his dad was busy writing a letter to Michael McCormack about a proposed national high-speed rail line. He said that on a previous visit to Yours Faithfully he wrote a letter to Scott Morrison about climate change and got a reply!*

*Daily Whisper, December 2020*



## The Enlighten Festival

The Enlighten Festival pivoted to an outdoor-only experience in the Parliamentary Triangle due to COVID-19 safety issues. Our theme was *Celebrating Your Voice*, and the illuminations were curated to showcase the many interactions visitors have shared with us about democracy during their visits to the museum. The series of six illuminations on Old Parliament House included artworks and messages on the power of individual voices in our democracy.



## Strategic priority

# 3

### Celebrating a spirit of place

In this nationally-significant building, we will create a vibrant and contemporary hub that empowers civic and individual engagement in the democratic process. Progress will be achieved in harmony with heritage values that recognise, preserve and communicate the spirit of place.

One of our most important and complex responsibilities is maintaining Old Parliament House in line with its heritage status and values. In 2020–21 we achieved this through the conservation, care and sustainable use of the building and its nationally-significant collection. Our work as the custodians of this iconic and important space is underpinned by the *Old Parliament House and Curtilage Heritage Management Plan 2021–26* (Heritage Management Plan).

Our conservation work continues to reveal details about how Old Parliament House was constructed and modified over time. This year was significant for Heritage and Capital Works as issues of access, values and collections management were addressed to progress our goal of providing a vibrant museum for the future.

### Capital works

All capital works activities are managed to ensure heritage values are maintained while improving the amenity and accessibility of the building.

The continued impact from COVID-19 and reduction in visitation presented an unexpected opportunity – to bring forward future years' capital funding for major works that would normally impact unreasonably on visitor experiences.

The 25-year-old waterproof membrane on the rear terrace and bridges was past its operational life and water ingress was damaging the concrete slab and the rooms and corridors below. The project saw the membrane replaced, drainage system improved, and the render repaired, stabilised and painted.

Internally, upgrades were made to the Members' Dining Rooms' lighting, heating, ventilation, airconditioning and audio-visual equipment, and the Parliamentary Library was prepared for the new *Democracy DNA* exhibition, to open in 2021–22.

Crucial repairs to damage caused by the January 2020 hailstorm were undertaken, however latent conditions in both Chambers' roof spaces resulted in this being temporarily halted to allow for an engineer's report and new scope of work to be developed. It is hoped that this will be undertaken in the new financial year.

### Heritage conservation

During 2020–21 the Heritage Management Plan was reviewed and the necessary work for a new plan for the five years 2021–26 was implemented. Stakeholder workshops were held, and a condition of values assessment was undertaken by an external consultant. The replacement Heritage Management Plan was endorsed by the Old Parliament House Board, then by the Australian Heritage Council in November 2020 and has received final approval by the Minister's Delegate. The Heritage Management Plan briefing and Explanatory Statement are with the DAWE for approval before submission to the Office of Parliamentary Counsel for the replacement plan to be made a legislative instrument.



OLD PARLIAMENT HOUSE  
AND CURTILAGE  
HERITAGE  
MANAGEMENT  
PLAN  
2021-26



In September 2020 the museum proudly accepted the National Trust of Australia (ACT) Heritage Award for an Outstanding Project, for the refurbishment of hydronic radiators. This award was in relation to original 1927 radiators in the north wing. They were relined using an innovative recent technology to extend their life by 50 years. This work retains part of the story of the building and its significant engineering heritage.

Other heritage conservation projects completed during 2020–21 included:

- work on the Senate Chamber windows, and replacement of leather seat cushions
- new light diffusers for King’s Hall and the Senate Courtyard, and new curtains for the President of the Senate’s Suite, as per the Light Management Strategy
- acrylic covers for heritage surface protection for the Private Secretary’s peephole to the Prime Minister’s Office, an acrylic safety guard for the stairwell on the rear of the Senate lower corridor, and strengthening protective acrylic surfaces on the centre tables in the Chambers
- repairing 1970s light fittings in the kitchenette and restoring the damaged surface of a small sitting room coffee table in the Speaker’s Suite
- fixing and re-installing a broken 1960s clock box and division lights in the southeast wing office
- re-adhering brass kick plates on the Lower Gallery timber sliding doors and treating them with a protective wax coating
- conservation and heritage advice for *A Country Mile* exhibition and interpretation of the Country Party Room
- conservation works on timber panelling in the Yeend Suite to prepare for the APSC exhibition
- engaging conservators for building and furniture conservation and remediation as part of updates to exhibitions and interpreted spaces
- hosting a conservation session with University of Canberra students studying Heritage Materials – Aesthetics and Stability, where students learned about our heritage practices and the importance of protective and durable surfaces for heritage items.

The team also addressed conservation and work health and safety (WHS) issues with some minor repairs to flooring and floor coverings.

## Collections care and access

The collection rationalisation and storage review project enabled us to consolidate our storage footprint. In accordance with the De-accessioning and Disposal Policy, all items were either relocated or deaccessioned and disposed of. Disposal was achieved through a combination of public auction, transfer to other collections, transfer of timber items to community groups and recycling/reuse to not-for-profit groups.

Objects retained in the collection were transferred to storage at Fyshwick or onsite after cleaning, pest checking and processing. Customised textiles storage was installed for oversized quilts and smaller rolled textiles. The quilts were prepared, cleaned and rolled in new storage housing.

Three collection objects were loaned to Australian Parliament House for its exhibition *Neville Bonner AO: Australia’s First Indigenous Parliamentarian*; and another five objects for its exhibition *Sir Edmund Barton: Australia’s First Prime Minister*. Minor conservation treatment was completed on the objects prior to the loans. We also loaned *The Prime Minister*, Bryan Westwood’s portrait of Paul Keating, to the Art Gallery of NSW for its travelling exhibition *Archie 100: A Century of the Archibald Prize*. The portrait also featured in the ABC TV documentary, *Finding the Archibald*, while still in storage at MoAD. The work underwent a minor conservation clean and stabilisation ahead of the loan.

## Collection development

The museum’s collection captures the ideas, movement, individuals and events of Australia’s democracy. Currently 5855 objects are available to the public via exhibitions and room recreations, as well as online and through loans to other institutions.

Collecting is informed by the museum’s Collection Development Plan and conducted in consultation with key stakeholders. The plan arranges the collection into three subcategories: the Heritage Collection, the Political and Parliamentary Collection and the Interpretation and Learning Collection.

Notable donations added to the collection included:

- an edition of the *Empire Newspaper* (1851)
- an edition of *Charlie Hebdo* magazine (2015)
- three early issues of *The Bulletin* (1890 and 1893)



- items from the Australian Electoral Commission related to running elections in a pandemic
- items from the 2020 Eden–Monaro by-election
- a COVID-19 vaccine vial containing the dose given to the Prime Minister Scott Morrison on 21 February 2021
- material including a suit worn during the first televised Senate sitting, Democrats t-shirt, and documents from Old Parliament House Democrats offices in the early 1980s
- a cigarette case (kangaroo leather) given to Alf Stafford, prime ministerial driver, by Robert Menzies.

Donations are a significant source for collection development. For generously offering donations to our collection in 2019–20 we would like to thank:

- ACT Health
- Alison Alder and Paul Cockram
- Australian Electoral Commission
- Barbara Banvill
- Dr Ian Baronowski
- Martine Beaumont
- Vicki Bourne
- The family of Sir Charles Bright
- Bob Brown
- Anne Cahill-Lambert
- Colin Christian
- Susannah Churchill
- Department of Health
- David Frot
- Noel Hicks
- Brendan Higgins
- Jasmin Jones
- Andrew Leigh
- Tricia Miles
- National Library of Australia
- Andrew Probyn
- Marian Sawyer
- Leon Sharp and Ursula Steinberner
- Jane Smith
- Ian William Parkes Thom
- Stephen Woolridge.



## Building interpretation

Interpreted spaces in the museum embody the heritage values of the building and tell rich and significant stories about its life as the Federal Parliament from 1927 to 1988. The room re-creations seek to give the impression that the politicians, general staff and press have just stepped out for a moment, and support guided tours that are conducted by the Museum Experience Officers and volunteers.

To mark the centenary of the National Party of Australia we crafted the exhibition *A Country Mile: Journeys with the National Party*. It includes a re-creation of the original Country Party Room, evoking the era when John McEwen was party leader and Deputy Prime Minister (1958–1971).

The House of Representatives and Senate Chambers are popular spaces with visitors to the museum. In the last year, we have reinterpreted the main tables in both Chambers using original, replica and prop objects to demonstrate how they would appear for a sitting in the 1980s.

We commissioned high-quality replica despatch boxes, based on detailed photographs of the originals provided by Australian Parliament House, and replica maces, based on detailed moulds taken from the high-quality replica mace displayed in the Speaker's Suite.

A comprehensive re-interpretation of the Speaker's Suite provided the opportunity to undertake important conservation works, including timber conservation work on panelling and cabinetry in the mid-1970s cocktail bar/kitchenette. Walls, cornices and ceilings were repaired and re-painted, and the lighting in the lobby entrance, cocktail bar and mace display cabinet was upgraded. Furniture and other objects selected from the museum collection were conserved to ensure that they could be on display for the long term. An atmospheric soundscape evoking the Joan Child era was also installed.

## Strategic priority

# 4

### A sustainable and thriving future

Our organisational culture will enable MoAD and its valued staff to be nimble, collaborative and efficient. Our actions and relationships will ensure ongoing relevance and financial sustainability.

MoAD's response to COVID-19 demonstrated a nimble, motivated and efficient workforce. In 2020–21, we expanded our efforts to ensure that the strength of our organisational culture is in line with our operational goals, aspirations and values.

## Workforce

The pandemic has allowed us to better understand and expand our capabilities. We are now experienced at juggling day-to-day operations and finding innovative ways to work as priorities change. These insights will continue to benefit our staff, and inform organisational culture and procedure, long into the future.

In 2020–21 the culture and capability of the museum was supported by:

- regular communiques updating staff on changes within the agency
- individual and cohort-targeted communication about training opportunities, facilitated by LearnHub, LinkedIn Learning, the APSA and others
- reviews and updates of human resources (HR) policies
- a workforce determination implementing a salary increase
- new communication strategies within individual teams and across the agency, including the use of new software
- an organisation training needs analysis identifying critical skills for now and in future
- a critical-role mapping project
- face-to-face training opportunities in cultural awareness, mental health and leadership.

The museum currently has 59 volunteer guides and 18 youth volunteers. In November 2020, the museum implemented its staged return to the

Onsite Volunteering program, supporting all willing volunteers to return. Collectively, our volunteers worked a total of 789 hours.

During 2020–21, the LearnHub learning management system was used as part of our induction process. All new staff participated in modules about the APS values and employment principles, respectful workplaces, digital records, and WHS. Training was also undertaken with all staff completing mandatory refresher training on heritage, security, fraud, and WHS.

Employees completed SBS online training courses in cultural competence, cultural diversity and Indigenous matters. Indigenous cultural training was also facilitated onsite for staff members with responsibility for projects that interact with Indigenous people and/or culture.

Eighteen staff members attended face-to-face facilitated mental health training in April–May 2021. The course was designed specifically to build key core capabilities that would assist staff support their own mental health and identify and have a conversation with others impacted by mental health issues. We extended this course to fellow institutions with several people participating from other institutions.

## Partnerships

In 2020–21, the focus was on investing in, and building on, key established partnerships to create new opportunities, raise our profile and contribute to the museum's financial sustainability. MoAD collaborated with partners that share our core mission and values, whose projects align with our strategic framework, and whose purpose and goals amplified and strengthened our own work.

Hosted in the beautiful Members' Dining Room and broadcast live, the Henry Parkes Oration was delivered by Professor Mark Kenny in partnership with MoAD, the subject being: 'Why looking back is the only way forward: COVID-19, the Federation, and the chance of genuine reconciliation'.

Our ongoing partnership with the Henry Parkes Foundation enabled the opening of the Henry Parkes Digital Studio in November 2020, a space where we can create enhanced digital programs for remote learning. The studio allowed us to connect with and deliver high-quality programs to teachers and students throughout the pandemic. It will be an invaluable tool as we continue to develop our digital offerings.

MoAD broke ground on a large body of work exploring the role of Australia's public service, alongside the APSC. Multiple teams across both our organisations worked together to co-ordinate



an exhibition, its launch, communications and messaging. The State of the Service roadshow for the APSC was hosted in the House of Representatives with the Hon Ben Morton MP and Mr Peter Woolcott AO (APSC Commissioner) opening the event. The event was also live-streamed to over 2000 APS employees.

We were again a proud partner of the Canberra Writers Festival, an event that quickly pivoted to include both online and offline sessions. In difficult circumstances, the festival was well attended and succeeded in creating a dynamic line-up of events with a diverse mix of speakers providing vibrant, thought-provoking conversations.

As part of our ongoing partnership with the University of Canberra, the National Citizens' Jury on Genome Editing was hosted in June. Over one weekend, 24 individuals considered the moral and ethical dilemmas presented by genome editing. The event was filmed and will become a documentary by Emmy-winning Australian filmmakers Genepool Productions and December Media.

In a first-of-its-kind marketing campaign funded through a grant from the ACT Government, MoAD collaborated with 11 national cultural institutions to launch a national multimedia advertising campaign under the banner 'The Cultural Capital' to promote visits to Canberra and each institution.

MoAD Learning has led three collaborative initiatives with the Canberra Culturals: two webinars highlighting the extensive range of resources available for teachers and a collective digital campaign to support teachers during remote learning. The webinars were made available online via YouTube.

## Donors and sponsors

MoAD would like to thank our donors for allowing us to continue to launch new exhibitions, connect with students, care for our collection and engage communities with what we do.

### Henry Parkes Foundation

We would like to thank the Henry Parkes Foundation for their ongoing support and contribution to the Henry Parkes Digital Studio. The studio has been a game-changing resource in terms of the style and quality of the work we are able to do and the number of students and teachers we can now reach.

### Peter Yates and the Yates Family

*HiveMind: Honeybees, Democracy & Me* was made possible through the generous collaboration, object donation and financial contribution of Peter and Susan Yates and the Yates family. We are incredibly grateful that a fortuitous meeting during the Enlighten Festival led to the creation of this new exhibition, of which we are all very proud.

### Annual giving

MoAD would like to thank everyone who so generously donated to our end-of-year giving campaign, particularly our Board members and volunteers. Special thanks to:

- Peter and Susan Yates Foundation
- The Henry Parkes Foundation
- Cheryl Cartwright
- Don Barnby
- Heather Henderson
- Nick Minchin
- Daryl Karp
- David Kemp
- Nicole Mallik
- Robert E Lundie
- Bernard Wright
- David Lewis
- Graeme Rankin
- Gavin Ford.

## Digital

On 1 July 2020, the IT team (formerly part of Facilities and Capital Projects) merged with the Digital Engagement team. This small but important restructure acknowledged the interconnectedness of the two groups and created substantial business efficiencies:

- closer collaboration on digital infrastructure projects
- unlocking the vast creative capability of technical staff
- narrowing the gap between creative digital concepts and their technical implementation.

This year we commenced the transition of our website over to a new platform. Initial development work was done with the GovCMS platform, however, limitations for the functionality we were seeking led to an analysis to determine viable fit-for-purpose solutions. After conducting the analysis and assessing associated risks it was agreed to start afresh.

Our new website will be developed on the broadly supported Drupal 9 platform, utilising a vendor with vast experience in the cultural sector. To maximise our digital impact, all website content will be updated, and user research and analytics will inform the order in which content should be migrated.

A steering group and working group have been established to manage project delivery and provide an opportunity for stakeholder input.

## Reconciliation Action Plan

Supporting the business plan and our commitment to the Closing the Gap initiative, MoAD is working towards a new innovate level RAP. We will achieve this by focusing on developing and strengthening relationships with Aboriginal and Torres Strait Islander peoples and continuing to engage staff and stakeholders in reconciliation, as well as developing and piloting innovative strategies to empower Aboriginal and Torres Strait Islander peoples.

The RAP Working Group met five times over 2020–21, welcoming a number of new members – two of whom are Indigenous – in December 2020.

The group continues to champion an internal culture of cultural understanding and actively seeks opportunities to promote Indigenous voices within our exhibitions, visitor experiences and shop.

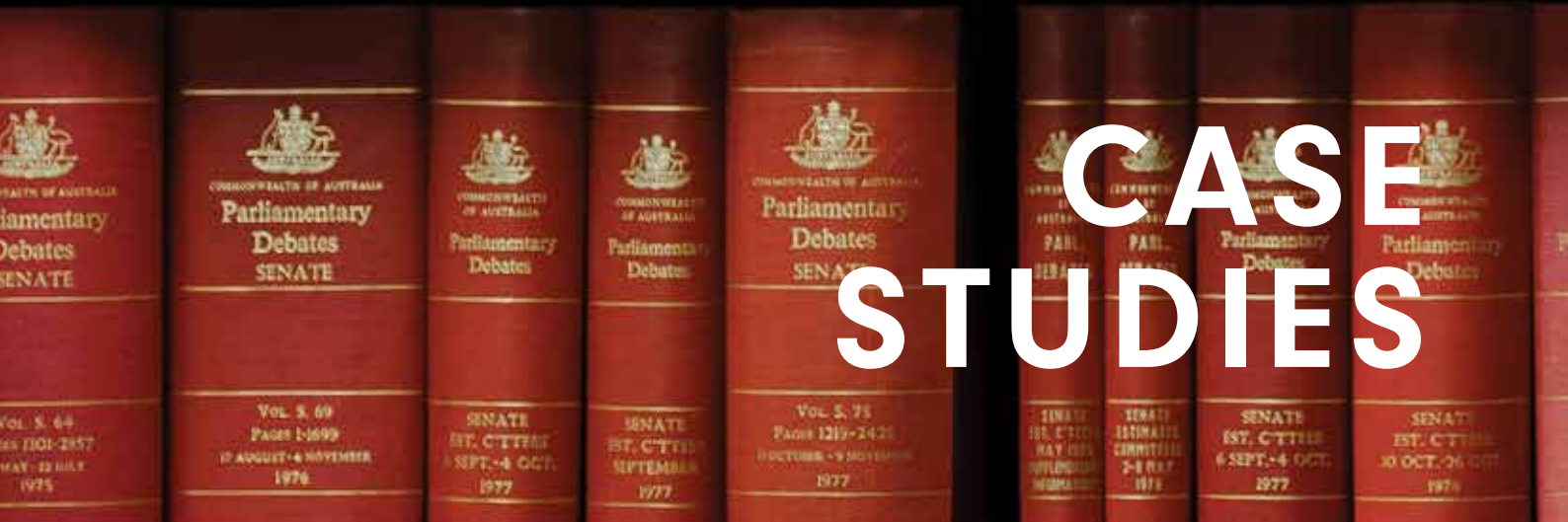
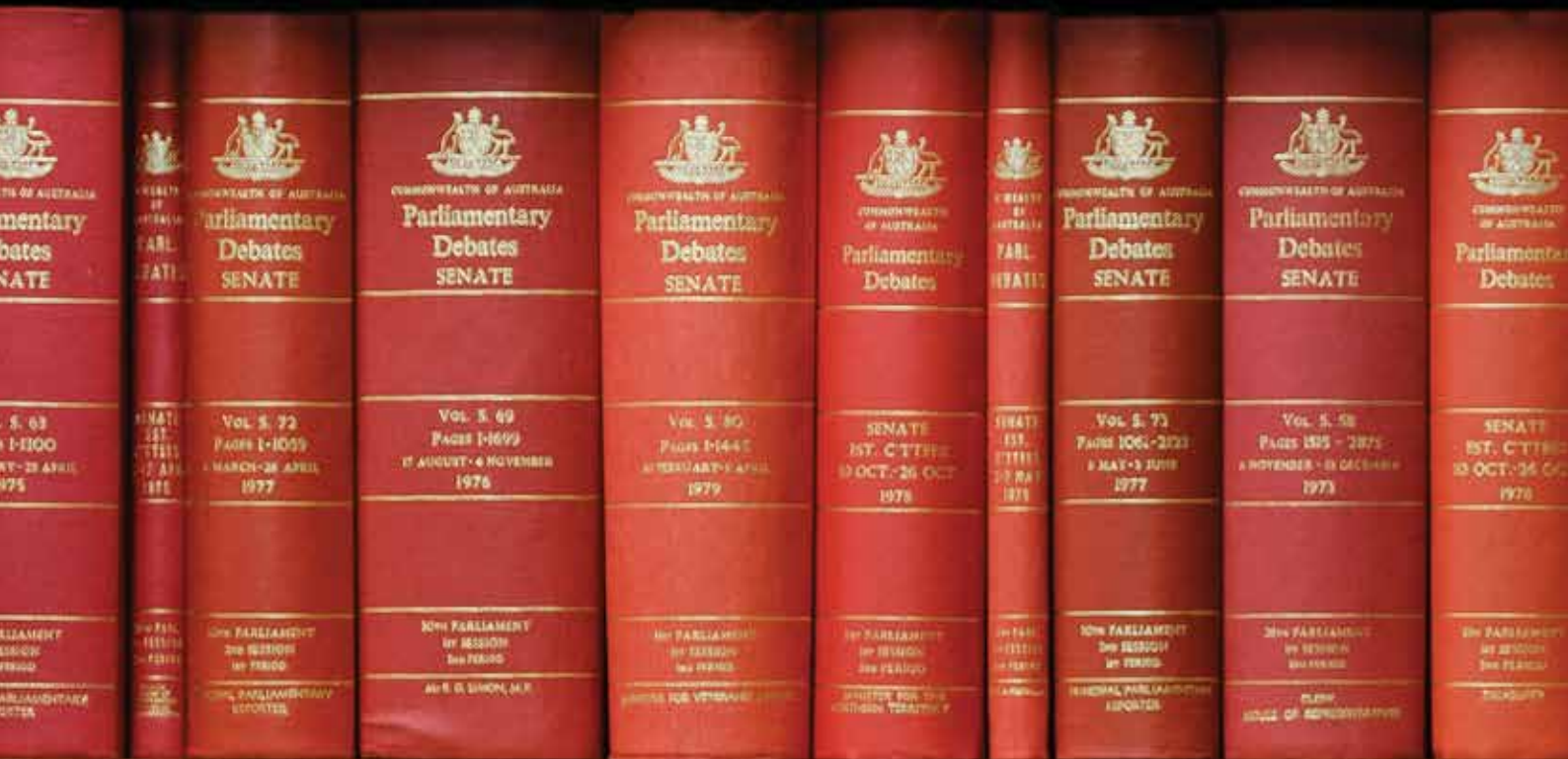
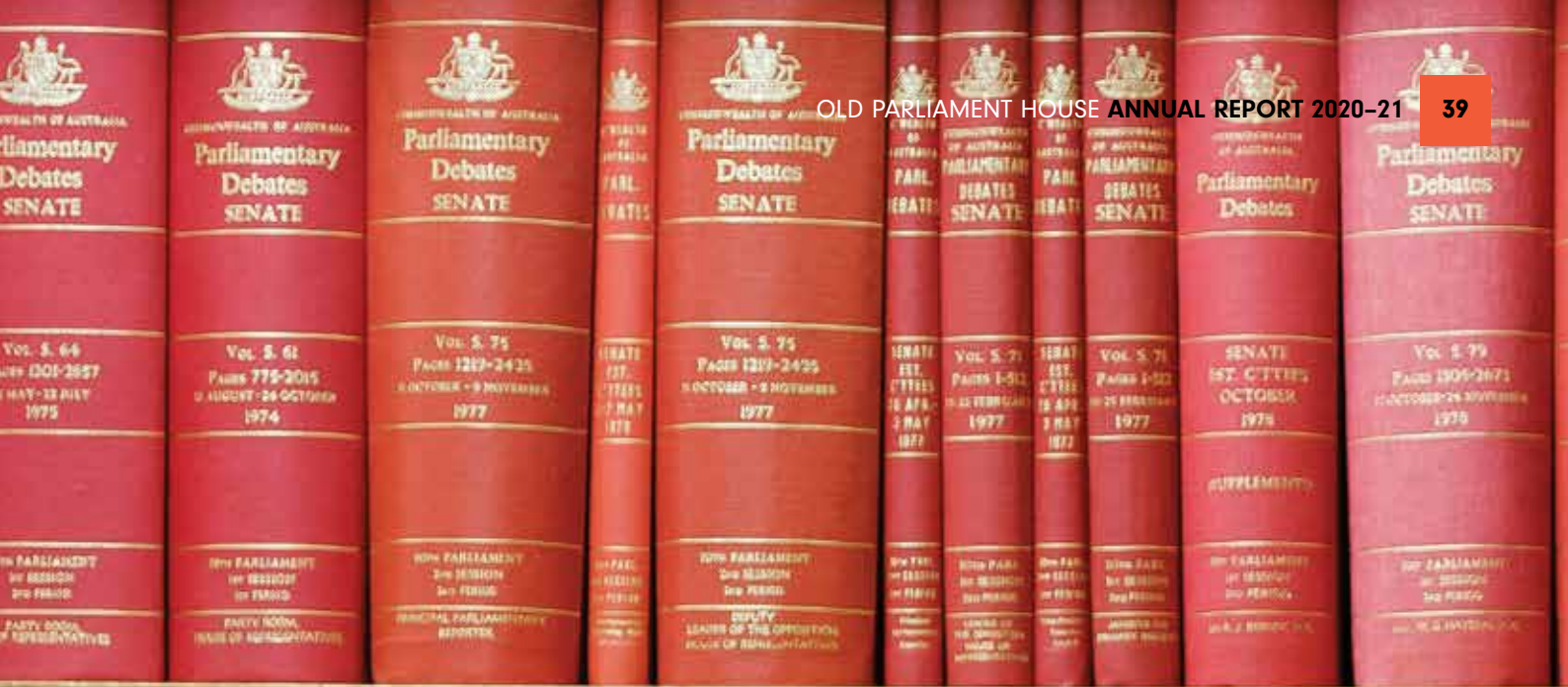
## Business Continuity Plan

Our Business Continuity Plan (BCP) was updated and approved in February 2021. The COVID-19 Response Plan is updated as required to reflect the latest public health advice.

The plan was activated in response to the COVID-19 pandemic and the BCP team met regularly.







# CASE STUDIES

When Victorian MP William Yates sought permission to keep bees on Parliament House grounds on April Fool's Day in 1976, it was dismissed by the Speaker, Billy Sneddon, as a good practical joke ... Several days later Yates was busily installing beehives in the rose garden. This playful act meant Australia was one of the first countries in the world to allow beekeeping on its Parliament House grounds.

Curiously, it would later be discovered that human democracies and honeybees share much in common, in particular, their recipe for collective decision-making, an idea explored in our exhibition *Hive Mind: Honeybees, Democracy & Me*.

Through the characters of William Yates and Cormac Farrell, the current beekeeper at Australian Parliament House, the space explores the unique history of Old Parliament House while connecting the beehive to the 'human hive' through themes of engaged citizenry, debate, decision-making and law.

The exhibition incorporates visitor responses from our 2020 Enlighten Festival installation on the same theme. Handwritten messages on the topic of social cohesion adorn the walls on hive-shaped hexagons, as a kind of living, material embodiment of the human hive mind in action.

Through objects, stories, and sound this exhibition is an uplifting, accessible and surprising way to explore Australia's democracy. It cleverly uses the 'Honeybee Democracy' as a thesis and explanatory metaphor to take visitors to the real heart of what a healthy, functioning democracy is and does.

**'Bee careful': protective clothing worn by Old Parliament House beekeepers forms part of the exhibition.**

**A bee  
in his  
bonnet**



Inside the *HiveMind*. Photo: Nigel Hawkins.



“

... honeybees stake everything on a process that includes collective fact-finding, vigorous debate, and consensus building ... what works well for bees can also work well for people ...

Thomas D. Seeley  
Honeybee Democracy (2010)

”



The grand Snowy Mountains Scheme, anti-counterfeit currency and life-saving vaccine programs may seem like disparate ideas but our new permanent exhibition, *Australia's Public Service For the Government of the Day*, connects the vital systems that underpin our society and the hard work of generations of Australians who made them possible.

Images and objects unearthed from the basements of government departments and personal collections, showcase the APS's rich history across 120 years. Opening the exhibition on 27 May 2021, the Hon Ben Morton MP, Assistant Minister to the Prime Minister and Cabinet, said, "Visitors will be surprised at how the APS has supported successive governments to deliver some of our greatest milestones as a nation."

The exhibition has been brought to life inside the historic Yeend Suite – named after Sir Geoffrey Yeend, a career public servant and former secretary to the Department of Prime Minister and Cabinet from 1978–86. The compact suite of four rooms sits centrally between the Prime Minister's offices and the Cabinet Room, illustrating the critical role secretaries play in government decisions and their implementation.

The exhibition introduces visitors to both the visible and invisible work of Australia's public service across the themes of health and wealth. Among a selection of key achievements, it explores our nation-changing migration policies, advancements in medical technology and the changing role of women in the APS.

*Australia's Public Service For the Government of the Day*, is the first part of an ongoing partnership with the APSC. The next phase is a \$5 million conversion of the Senate undercroft into a large, permanent and modern exhibition space. It will be home to an expansion of the current exhibition and an APS Careers Inspiration Centre.

L to R: MoAd Director Daryl Karp, Australian Public Service Commissioner Peter Woolcott, The Hon Ben Morton MP and exhibition curator Holly Williams.



No Indigenous Australians were invited to the opening of Old Parliament House in 1927 but two – John Noble and Jimmy Clements – came along anyway. Clements, an 80-year-old Wiradjuri man, walked 150 km in the cold to witness the ceremony. When police spotted Clements in the crowd they asked him to leave, but records show that people stood up for him – one person saying, “he had a better right to be there than anyone”. Clements was the first of many Indigenous people who came to Old Parliament House to fight for their rights.

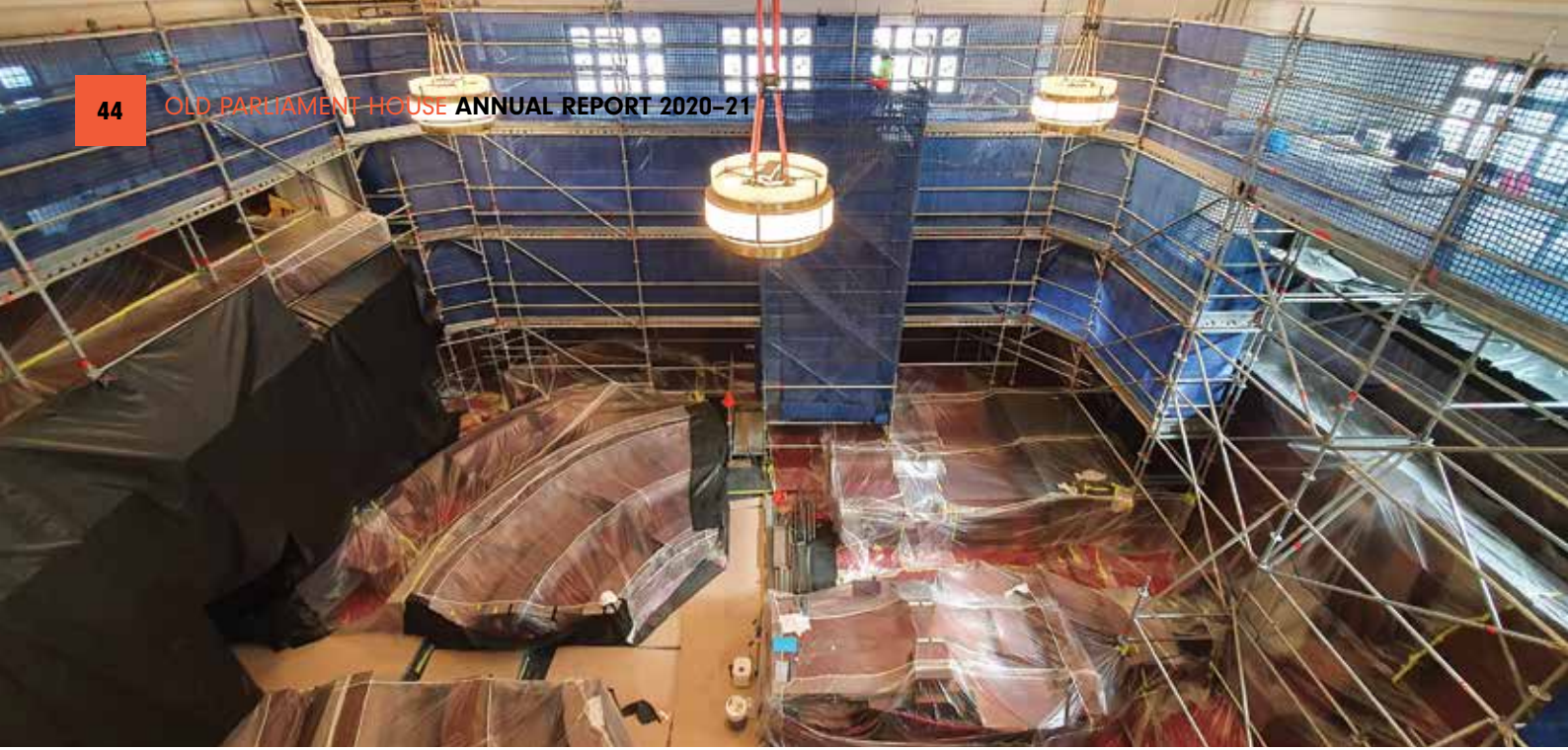
Designed to tell stories of Indigenous participation in Australia’s political process, the *Indigenous Experiences of Democracy* tour has gained a reputation for providing an honest and insightful visitor experience. From the creation of the Aboriginal Tent Embassy and the ‘67 Referendum, to the Australian Freedom Rides and Neville Bonner’s arrival in the Senate, the program describes the different pathways Indigenous men and women, and their supporters, have taken to bring about significant change.

The tour was developed with input from the Australian Institute of Aboriginal and Torres Strait Islander Studies and occupants of the Aboriginal Tent Embassy. It is a way to share powerful stories of Indigenous leadership and activism in the key heritage spaces where they happened.

In 2020 we began marketing the tour directly to government agencies as a valuable professional development tool. Bookings experienced substantial growth. Strategic promotion and word of mouth recommendations, have resulted in hundreds of public servants attending the experience. They include teams from Prime Minister and Cabinet; Treasury; Attorney-General’s; Industry, Science, Energy and Resources; Agriculture, Water and the Environment; the National Indigenous Australians Agency; and Services Australia.

Survival,  
protest and  
power





## Letting the light in

While most of the capital upgrades and conservation work we undertake goes unnoticed by the general visitor, consistent investment is necessary to ensure that Old Parliament House can be enjoyed by future generations. Over the past 12 months, the Senate Chamber had a much-needed upgrade to conserve and renew its rendered walls, clerestory windows and lighting.

This work has taught the museum more about the highly skilled, hand-crafted construction of the building's 1920s architectural design. The Senate Chamber Conservation Project exemplifies the care and custodianship required to properly manage and maintain a National Heritage Listed building of this scale. The results honour the space's heritage values and the interpretation ensures a rich visitor experience for generations.

Inside the Senate Chamber, render delamination and cracking was an issue on walls and ceilings. An expert team of conservation architects, renderers and painters undertook vital conservation works. They renewed and stabilised ceiling and wall render and removed layers of hazardous lead paint, refreshing surfaces with low volatile organic compound paint.

Timber conservators and skilled carpenters worked on the Senate Chamber's original windows, removing decades-old plasterboard covers that had damaged their frames. The work addressed unstable, cracked render and damage caused by long term moisture and will help prevent further deterioration. The conserved windows were recently revealed in all their visual glory.

Work was also completed on the pendant lights in both Chambers:

- Early generation fittings that had reached their end-of-life were replaced with a custom-designed LED fitting, prototyped to ensure even illumination and correct colour temperature. This upgrade has vastly improved the quality of lighting and the aesthetic experience of being in the space.
- The original hand-wound winch system (five winches in each Chamber roof space), which raised and lowered the lights, was replaced with an automated system of motorised steel wire rope hoists. This was done to meet two project objectives – improving accessibility for maintenance, and compliance with WHS legislation. A representative sample of manual winches was left in each roof space.

The global pandemic has had a transformational impact on Australian teachers – from how they operate in the classroom to the way they engage in professional development (PD). MoAD Learning took advantage of this attitudinal shift and transitioned our annual onsite teacher PD program into a dynamic digital conference. The program, *In Conversation with MoAD Learning and Cathy Wilcox*, was streamed from the House of Representatives Chamber to teachers across Australia.

Our webinar, *Media Literacy and Critical Thinking Skills – Political Cartoons*, was registered as an approved ACT Teacher Quality Institute program. This recognition signifies the high-quality of our program and also identifies it as a unique offering. Suitable for both primary and secondary teachers, the interactive learning experience expertly unpacks and explores the current and historical context of political cartoons.

In the collaborative space, MoAD hosted a digital gathering of 12 local cultural institutions. *Connecting with the Canberra Culturals* allowed each organisation to directly share their suite of digital offerings with other teachers interested in online educational programs.

The changing nature of teacher development and outreach also saw MoAD Learning launch a private Facebook group called the Australian Civics Educators' Network. This 400-strong community group connects teachers and allows them to access civics and citizenship resources. There is already a rich dialogue and exchange of ideas between academics, cultural institutions, history teacher associations and classroom teachers.

On Twitter, the MoAD Learning account was used to share learning resources and information about our digital excursions and PD sessions. Team members ran chats around topics like student voice and agency, to national and international users. These informal interactions drew new audiences to our website and significantly increased our followers.

## MoAD Learning adapts and evolves

MoAD Learning also engaged via emerging social platforms. Clubhouse is a new audio platform and we participated in its first international Clubhouse Education Conference. We hope it will help us reach even more regional and remote teachers.



## Testing the strength of ideas and ideals

The development of MoAD's upcoming exhibition, *Democracy DNA* generated a significant new intellectual venture – the creation of our Advisory Panel. The Panel – which includes some of Australia's best political, academic and creative minds – has been critically road-testing key concepts and ideas for the flagship exhibition ahead of its launch.

All participants are pre-eminent in their fields and we have combined expertise from history, political science, economics, journalism, civics education, political biography and documentary production. Our Panel represent as wide a diversity of expertise, intellectual approach and political opinion, as has been put together by any cultural institution in Australian public life for any comparable project.

Advisory Panel sessions are dictated by critical exhibition thesis and concept design questions, rather than a strict timetable. The first sessions were held in June–July of 2020. Two sessions followed, in both November–December 2020 and May 2021. They elicited deliberative responses to questions of what each panel member considers the most distinctive aspects of Australian democracy — what its most significant moments, achievements and failures may have been and how best to unpack these key stories.

Our experts workshopped and robustly debated the central premises of the exhibition and made suggestions on particular objects and historical

quotes that could be included. Especially valuable, they helped us identify areas requiring greater focus and consideration from our curatorial and research team. They gave time and intellectual energy, with enthusiasm, for a nominal fee.

This initiative was an experimental departure for MoAD and one largely untried by other institutions. Results so far, have exceeded our high expectations. Panel members have engaged as critical friends of the project, helping test our ideas and approaches, and challenging us to develop them still further. Any merit our exhibitions realise as landmark experiences in Australian civic culture, will be in significant measure thanks to the contributions of these people.

### Democracy DNA Advisory Panel

- Emeritus Professor Geoffrey Blainey AC
- Professor Frank Bongiorno AM (Australian National University)
- Mr Troy Bramston (*The Australian*)
- Emeritus Professor Judith Brett (La Trobe University)
- Associate Professor Mark Chou (Australian Catholic University)
- Professor Greg Craven AO (Australian Catholic University)
- Mr Henry Ergas AO (*The Australian*)
- Professor Helen Irving (University of Sydney)
- Hon Dr David Kemp AC
- Associate Professor Geoffrey Levey (University of New South Wales)
- Ms Rachel Perkins (Black Fella Films)
- Professor Murray Print (University of Sydney)
- Professor Kim Rubenstein (University of Canberra/Australian National University)
- Dr Jeremy Sammut (*Australian Financial Review*)
- Dr Marija Taflaga (Australian National University)
- Professor Anne Tiernan (Griffith University)
- Ms Dot West (Chair First Nations Media)
- Professor Clare Wright OAM (La Trobe University)
- Emeritus Professor John Maynard (University of Newcastle, retired from committee).





# GOVERNANCE

## Enabling legislation

Old Parliament House was established as a corporate Commonwealth entity under the Public Governance, Performance and Accountability (Establishing Old Parliament House) Rule 2016, with the following functions:

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

## Responsible minister

As of 1 September 2019, Old Parliament House has been a part of the Prime Minister and Cabinet portfolio. The minister responsible for Old Parliament House in 2020–21 was Assistant Minister to the Prime Minister and Cabinet, the Hon Ben Morton MP.

In 2020–21:

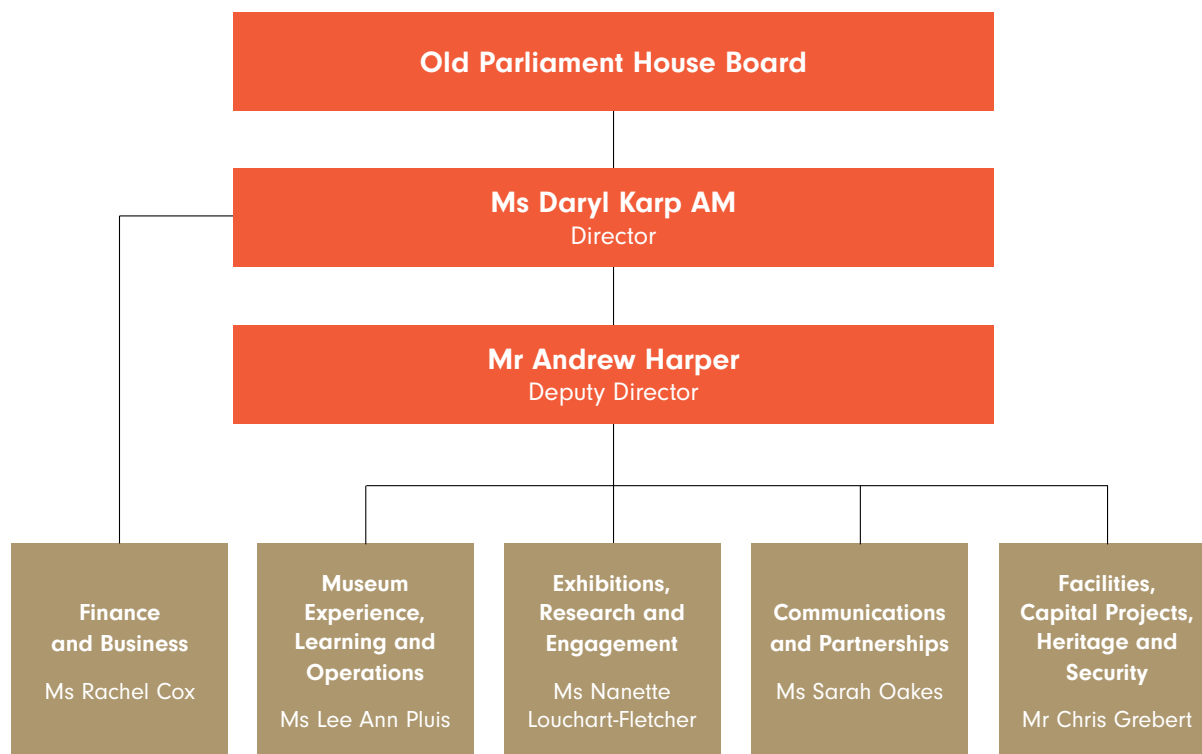
- the responsible minister gave one Statement of Expectations to Old Parliament House
- Old Parliament House was not subject to government policy orders under section 22 of the PGPA Act
- Old Parliament House had no significant issues relating to noncompliance with the finance law to report to the responsible minister or the Finance Minister under section 19 of the PGPA Act.

## Structure

Figure 1 outlines the structure of the organisation.

Old Parliament House had no subsidiaries in 2020–21.

Figure 1 : Organisational structure at 30 June 2021.





## Board

The Board of Old Parliament House was established under section 13 of the Public Governance, Performance and Accountability (Establishing Old Parliament House) Rule 2016. The Board is the accountable authority for Old Parliament House under the PGPA Act.

### Role

The Board’s functions are to decide the objectives, strategies and policies to be followed by Old Parliament House and to ensure the proper and efficient performance of Old Parliament House’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 the museum’s operations by:

- participating in expert advisory groups and meetings
- engaging on key strategic matters and providing input to planning

- making representations on potential future partnerships, venues and new audiences
- contributing to the development of activities, exhibitions and collections
- representing and promoting the museum.

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

### Members

The Board of Old Parliament House consists of:

- the Chair
- the Deputy Chair
- the Director
- up to five other members.

At the end of 2020–21 the Board had five members and two vacancies. Board members are appointed by the responsible minister, for a set term of up to three years, and can be appointed for up to three terms, not exceeding nine years. Appointments of members are based on knowledge or experience.

Ms Gai Brodtmann commenced in May 2020. Later in the year, the Board farewelled two members who had reached the end of their terms – Professor Anne Tiernan and the Hon Simon Crean. Ms Cheryl Cartwright was in her second term in February 2021.

The Board met four times in 2020–21. Table 5 sets out each Board member’s attendance during the year, along with their qualifications and experience.

Table 5 : Old Parliament House Board members, 30 June 2021.

Name	Experience and qualifications	Position	Period of appointment	Meetings attended/eligible to attend
The Hon Nick Minchin AO	Former senator and former Cabinet minister	Chair (non-executive)	29/05/2020 –28/05/2023	4/4
Mr Bernard Wright AO	Former Clerk of the House of Representatives	Deputy chair (non-executive)	08/12/2016 –07/12/2022	4/4
The Hon Simon Crean	Former member of the House of Representatives and former Cabinet minister	Member (non-executive)	08/12/2016 –07/12/2020	2/2
Professor Anne Tiernan	Director at the Policy Innovation Hub at Griffith University and Dean (Engagement) at the Griffith Business School	Member (non-executive)	21/11/2017 –20/11/2020 Reappointed 02/02/21 –02/02/24	2/2
Ms Cheryl Cartwright	Former member of the Canberra press gallery and former secretary to the Prime Minister	Member (non-executive)	02/02/2021 –01/02/2024	4/4
Mrs Maria Myers AC	Chair of the Kimberley Foundation and the State Library of Victoria Foundation	Member (non-executive)	08/04/2019 –07/04/2022	4/4
Ms Gai Brodtmann	Former member of the House of Representatives	Member (non-executive)	29/05/2020 –28/05/2023	4/4
Ms Daryl Karp AM	Director of the Museum of Australian Democracy	Member (Executive)	08/12/2016 –01/04/2023	4/4

## Board committees

The Board oversees one committee – the Audit, Finance and Risk Committee.

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

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

In 2020–21, the committee met four times to consider the progress and outcomes of external and internal audit reviews. The committee discharged its duties in accordance with its role and obligations under the Old Parliament House Audit, Finance and Risk Committee Charter. The charter is available for download from the museum's website at:

<https://www.moadoph.gov.au/about/corporate-documents/>

Table 6 sets out each committee member's attendance during the year, along with details of their qualifications and experience.

Table 6 : Audit, Finance and Risk Committee members, 30 June 2021.

Name	Experience and qualifications	Position	Committee membership remuneration	Meetings attended/ eligible to attend
Mr Ben Wright	First Assistant Secretary, Department of Home Affairs	Chair	Nil	3/4
Ms Cheryl Cartwright	Former member of the Canberra press gallery and former secretary to the Prime Minister	Member	Nil	4/4
Ms Robyn McClelland	Former Senior Executive Service officer, Department of the House of Representatives	Member	Nil	4/4
Mr Andrew Harper	Deputy Director of the Museum of Australian Democracy	Member	Nil	4/4

### Executive

The Director and the Deputy Director form the Executive.

The Director is responsible for:

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

Ms Daryl Karp AM joined Old Parliament House as Director in 2013. Previously she was Chief Executive Officer of Film Australia and Head of Factual Television at the ABC. She was a company director of SBS (ended 30 June 2021) where she sat on the Audit and Risk Committee. Ms Karp is Chair of both the Council of Australasian Museum Directors and the Canberra Writers Festival Board, and a fellow of the Australian Institute of Company Directors. In 2017, Ms Karp received the ACT Public Sector and Academia Award at the Telstra Business Women’s Awards. In 2019, Ms Karp was made a Member of the Order of Australia for her significant service to the arts, particularly to the museum and galleries sector.

The Deputy Director leads:

- exhibitions, public programs and events
- digital engagement, and information and communications technology
- learning and visitor services
- marketing, public affairs and evaluation
- heritage management, conservation and collections
- facilities management and capital works.

Mr Andrew Harper joined Old Parliament House as Deputy Director in 2008. He previously worked in senior management roles in the Department of Prime Minister and Cabinet and the Department of Finance.

### Staff

At 30 June 2021, Old Parliament House employed 114 people under the *Public Service Act 1999*, all working in the ACT. This includes the Director, who is a statutory office holder, and the Deputy Director, who is a Senior Executive Service officer. Staffing statistics are provided in Tables 7 and 8.

Table 7 : All employees at 30 June, current reporting period (2020-21).

	Male*			Female*			Total
	Full time	Part time	Total	Full time	Part time	Total	
Ongoing	14	6	20	26	9	35	55
Non-ongoing	5	0	5	14	9	23	28
<b>Total</b>	<b>19</b>	<b>6</b>	<b>25</b>	<b>40</b>	<b>18</b>	<b>58</b>	<b>83</b>

\* No employees identified as 'indeterminate' gender.

Table 8 : All employees at 30 June, previous reporting period (2019-20).

	Male*			Female*			Total
	Full time	Part time	Total	Full time	Part time	Total	
Ongoing	15	7	22	24	9	33	55
Non-ongoing	2	2	4	5	8	13	17
<b>Total</b>	<b>17</b>	<b>9</b>	<b>26</b>	<b>29</b>	<b>17</b>	<b>46</b>	<b>72</b>

\* No employees identified as 'indeterminate' gender.

## Corporate governance

Old Parliament House has clearly defined governance mechanisms to ensure accountability and support a nimble, collaborative and efficient organisational culture.

## Governance committees

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

In addition to the Board and its committee, 10 key committees informed the corporate governance of Old Parliament House in 2020-21 (Table 9).



Table 9 : Governance committees 2020–21.

Committee	Functions
Executive Management Group	<p>Makes key decisions on entity-wide matters.</p> <p>Develops strategic planning priorities.</p> <p>Oversees risk management.</p> <p>Manages and is responsible for the budget.</p> <p>Ensures compliance with WHS obligations.</p>
Senior Management Group	<p>Provides a venue for decision-making, consultation and feedback on operational issues.</p> <p>Develops and implements internal plans and policies.</p> <p>Promotes risk management, regularly reviews and assesses key risks, and ensures appropriate linkages between risk management and planning processes.</p> <p>Acts as the security committee and project management committee.</p>
Heritage Actions Committee	<p>Discusses action proposals in accordance with Policy 2.1 of the <i>Old Parliament House and Curtilage Heritage Management Plan 2015–2020</i>.</p> <p>Makes recommendations for the chair of the committee to consider as delegate under the <i>Environment Protection and Biodiversity Conservation Act 1999</i> (EPBC Act).</p> <p>Suggests independent advice where relevant.</p> <p>Provides input on proposed actions to ensure that decisions made regarding use of, and change in and on, Old Parliament House and its curtilage will not have a significant adverse impact on the heritage values of the place.</p> <p>Reports to the Executive Management Group and the Board on its activities.</p>
Acquisitions Committee	<p>Discusses and determines appropriate additions to the collection, for approval by the delegate in accordance with Policy 3.3 of the Collection Management Policy.</p> <p>Reports to the Executive Management Group and the Board on its activities.</p>
Capital Steering Committee	<p>Discusses and endorses the business cases for projects, and any funding variations, which then go to the Executive Management Group for approval.</p> <p>Approves off-project plans for relevant projects and ensures the commitment of allocated resources to projects.</p> <p>Monitors the progress of projects and ensures that project targets are being met.</p>
Work Health and Safety Committee	<p>Oversees health and safety matters, including identifying, developing and implementing consistent strategies to address work health and safety requirements.</p> <p>Reports to the Executive Management Group on relevant matters, and provides advice to employees.</p>
Workplace Consultative Committee	<p>Facilitates communication, consultation, cooperation and input from staff on matters that affect the workplace.</p> <p>Considers and advises employees and the Executive Management Group on workplace matters referred by employees and employee representatives.</p>

Table 9 : Governance committees 2020–21 (continued).

Committee	Functions
ICT Steering Committee	<p>Ensures appropriate corporate planning and management of ICT assets.</p> <p>Ensures capability to procure, develop, implement and manage the systems, networks and platforms for software and systems, hardware, firmware, corporate museum networks, web properties, digital interactives and social media.</p> <p>Ensures ICT strategies are aligned with government directions and the entity's strategic and corporate objectives, budget funding and asset replacement strategies.</p>
Forward Planning Committee	<p>Considers and recommends proposed additions to the museum's forward plan for exhibitions, events and public programs, for approval by the Executive Management Group.</p> <p>Discusses, resolves issues and provides advice on matters relating to the museum's forward program development, including audience engagement priorities, resourcing and balance.</p> <p>Monitors and reviews the forward planning process to ensure that it continues to meet the objectives of the Strategic Framework and Corporate Plan.</p>
Business Continuity Management team	<p>Manages any incident that may disrupt business as usual.</p> <p>Provides a venue for decision-making, consultation and feedback on business continuity issues.</p>

## Strategic planning

The Old Parliament House Corporate Plan 2020–21 detailed the strategic priorities, delivery strategies and intended results for each of our core activities. The Corporate Plan and other annual operational plans and policies underpin the museum's Strategic Framework 2018–23, enabling Old Parliament House to meet its governance responsibilities and achieve its objectives.

## Ethical standards

We place a high priority on ensuring a safe, healthy, supportive and productive workplace, preventing discrimination and harassment, and fostering ethical behaviour. Our ethical standards are aligned with the 'APS Values, Employment Principles and Code of Conduct' and the Commonwealth Fraud Control Framework, and reinforced by our:

- Risk Management Policy and Framework
- Fraud Control Framework and Policy
- Public Interest Disclosure Policy
- Workplace Harassment Guidelines
- Workplace Diversity Commitment
- APS Code of Conduct Guidelines
- Client Service Charter.

Some of these documents were revised and updated during 2020–21.

Our **Client Service Charter** includes a feedback form that can be downloaded or completed online. Overall feedback in 2020–21 was positive, indicating the museum is providing services to a high standard.

## Risk management

During 2020–21, Old Parliament House's Risk Management Framework and Policy were reviewed and updated as required.

We participated in the biennial Comcover Risk Management Benchmarking Survey, achieving an overall risk management maturity rating of 'Embedded'.

## Fraud control

Old Parliament House has appropriate fraud prevention, detection, investigation, reporting and data collection procedures and processes that meet the specific needs of the entity, in compliance with the Commonwealth Fraud Control Framework. Fraud is reported on, as a standing item, to the Audit, Finance and Risk Committee. No cases of suspected fraud were reported and no investigations were undertaken during the year.



## Insurance and indemnities for officers

No indemnities applied to the accountable authority or officer of the entity, against a liability. No premiums were paid, or agreed to be paid, for insurance against any liability for legal cost of the accountable authority, any member of the accountable authority or any officer of the entity.

## External scrutiny

In 2020–21, Old Parliament House 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 2020–21 financial statements.

## Related entity transactions

During 2020–21, the Board made no decisions on related entity transactions reportable under section 17BE of the Public Governance, Performance and Accountability Rule 2014.

## Executive remuneration

Table 10 provides details of executive remuneration.

**Table 10 : Board and executive remuneration in 2020–21.**

Name	Position	Base salary	Super contribution	Long service leave	Total remuneration
		\$	\$	\$	\$
Andrew Harper*	Deputy Director	226,869	40,746	6,996	274,611
Daryl Ann Karp*	Director	363,359	21,694	13,288	398,341
Gai Brodtmann	Sitting Member	22,085	2,143	–	24,229
Cheryl Cartwright	Sitting Member	17,562	1,713	–	19,274
Simon Crean	Sitting Member	9,188	961	–	10,149
Nicholas Minchin	Sitting Member	44,161	4,286	–	48,446
Maria Myers	Sitting Member	21,644	2,100	–	23,744
Anne Tiernan	Sitting Member	8,423	889	–	9,311
Bernard Wright	Sitting Member	21,644	2,100	–	23,744
<b>Total</b>		<b>734,933</b>	<b>76,632</b>	<b>20,284</b>	<b>831,850</b>

\* Base salary includes annual leave provisions.

## Work health and safety

Old Parliament House’s WHS arrangements are in line with the requirements of the *Work Health and Safety Act 2011*. Our WHS initiatives include:

- providing training to all employees, volunteers and contractors to ensure they are aware of their responsibilities under the Act
- ensuring WHS awareness is a mandatory module in the annual staff training and induction program for new employees, volunteers and contractors
- maintaining a dedicated intranet page that provides information on WHS legislation and responsibilities, as well as notification and reporting tools for all employees
- engaging a qualified independent contractor to undertake an annual WHS audit and report to the WHS Committee
- implementing procurement and contracting procedures that outline legislative requirements and the responsibilities of contractors in relation to WHS
- aligning human resource policies and procedures with WHS legislative requirements
- offering a health and wellbeing program to all staff to promote a culture maintaining a healthy work and life balance.

During the reporting period, we had no notifiable incidents under section 38 of the Act.



REPORTS NOT REQUIRED  
MAY BE LEFT HERE

### Advertising and market research

In 2020–21, Old Parliament House paid a total of \$57,016.14 (GST exclusive) to media advertising organisations and \$32,412.50 to market research organisations. No individual payments exceeded the reporting threshold under the *Commonwealth Electoral Act 1918*.

### Ecologically sustainable development

We plan and conduct our operations in accordance with the principles of ecologically sustainable development set out in the EPBC Act. The heritage values of Old Parliament House are managed under the Heritage Management Plan, which includes our obligations under the Act, and through our Heritage Actions Committee.

Old Parliament House's outcome and activities contribute to ecologically sustainable development by:

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

The heritage management framework ensures that the principles of ecologically sustainable development are part of decisions that may affect the heritage values and environment of the building and its surroundings.

Our Operational Environmental Management Plan provides a framework and recommendations through which we improve environmental management. Table 11 lists measures we took this year to minimise our impact on the environment.

Table 11 : Environmental measures in 2020–21.

Category	Measures
Energy efficiency	<p>All building operations were managed to achieve optimal energy performance. We did this by:</p> <ul style="list-style-type: none"> <li>■ where practical, purchasing equipment with an Energy Star standard of four stars or better</li> <li>■ using energy management options that enable office lighting to turn off after 15 minutes of no movement.</li> </ul> <p>Other energy-saving measures included:</p> <ul style="list-style-type: none"> <li>■ using our lighting management system to ensure all non-essential lighting, heating, ventilation and airconditioning only operate when required, especially when staff are working from home</li> <li>■ continued upgrading of heating, ventilation and airconditioning plant to more efficient equipment</li> <li>■ installing LED lighting controlled by motion sensors</li> <li>■ continued tuning of the building management system and remote monitoring to improve energy efficiency performance.</li> </ul>
Water conservation	<p>Water-saving measures included:</p> <ul style="list-style-type: none"> <li>■ conducting regular maintenance inspections and repairs on all heritage taps and cisterns</li> <li>■ replacing leaking pipes and valves</li> <li>■ ensuring water conservation measures were scoped in all new works, having regard to heritage responsibilities and compliance with the Heritage Management Plan.</li> </ul>
Paper use	<p>Paper use was minimised by using more electronic records management systems and Microsoft Teams working environments, clearing all print queues daily and having double-sided printing as the default setting.</p>
Waste	<p>Recycling facilities were used to minimise the amount of waste going to landfill.</p> <p>All utensils in the café are now bamboo.</p>

Three major energy efficient projects were completed in 2020–21:

- upgraded the heating, ventilation and airconditioning in the Members’ Dining Rooms with more energy-efficient systems
- upgraded LED lighting throughout the Members’ Dining Rooms, new main exhibition spaces and rear terrace
- continued tuning the building management system (BMS) to ensure all plant, equipment and lighting is operating at optimal energy efficiency.

## Capital work upgrades

Our capital works program for 2020–21 included:

- continued upgrading of the building's ageing infrastructure to realise operational and energy efficiencies and realise safety and access improvements
- protection of heritage fabric through award-winning conservation projects
- installation of engaging exhibitions in newly restored heritage spaces
- increases in digital systems capability.

Major projects were:

- upgrade of the Members' Dining Rooms heating, ventilation and airconditioning systems, LED lighting (as mentioned above) and state-of-the-art, audio-visual upgrades to accommodate functions and conferences
- upgrade the rear terrace, including installation of a new membrane and paving system to eliminate water ingress and stop further damage to heritage fabric
- major base building works to the old Parliamentary Library to house a major new exhibition
- a new roofing system installed on the southwest wing, and other main floor areas, including roof walkways and safety systems
- refurbishment of lower and main floor tenancy spaces (now let)
- continuation of hail remediation projects on all areas of the roof
- internal render and painting of loggia corridors.

## Conservation

Conservation is part detective work, part science. It is a mix of conducting research, carefully documenting any evidence of damage, and using diagnostic tools and equipment to determine where damage might be coming from. It has allowed MoAD to learn more about the highly skilled, handcrafted construction of the building's 1920s architecture.

- Render repair and painting were undertaken in heritage spaces after roofing and the membrane had been replaced. Many rooms had suffered damage due to water ingress over the years.
- The building needed a lighting upgrade. Original heritage timber pendant lights in the Members' Dining Rooms called for particular care. External pillar lights on the rear terrace and internal loggia light fittings had to be retrofitted with the latest generation LED lights. LED lighting offers the highest energy efficiency, and their low-level UV light helps protect heritage fabric. Many heritage lights were fitted with dimmers.





# FINANCIAL STATEMENTS

# Summary of financial management and performance

An unmodified audit report on the 2020–21 financial statements was received from the Australian National Audit Office, with no findings during the year. The notes to the audited financial statements explain the key numbers. In particular, the commentary on variances to budget at Note 3.11 highlights the specific events that occurred during the year that affected the results.

Total income for the year was \$22.533 million (budgeted \$18.320 million) and total expenditure including depreciation was \$23.411 million (budgeted \$20.606 million), resulting in an operating deficit of \$0.878 million. The non-cash deficit is mainly due to additional depreciation on the heritage building and is non-cash in nature.

Revenue from government was \$16.879 million and included \$1.397 million received at the Mid-Year Economic Fiscal Outlook (MYEFO) for loss of revenue due to COVID-19. Income from own sources amounted to \$5.654 million and included gains from donated collection items of \$0.227 million and a grant from the portfolio agency of \$1.867 million for critical capital works. Old Parliament House also received equity injections of \$0.196 million for the preservation and conservation of its heritage furniture collection and acquisition of new collection items.

On 30 June 2021 cash on hand totalled \$7.652 million (the total on 30 June 2020 was \$9.853 million) and consisted of \$3.1 million for capital works committed to but not completed and \$1.955 million to cover accrued employee provisions. The remaining \$1.397 million MYFO measure for the loss of revenue was allocated to meet operational needs. However, the additional funds were not spent before the end of the financial year due to it being received on the 28 May 2021.

## Financial statements

This section comprises:

- the independent auditor's report from the Auditor-General
- the statement by the Board, the Director and the Chief Financial Officer
- the audited financial statements and supporting notes.

# Independent Auditor's Report



## INDEPENDENT AUDITOR'S REPORT

### To the Assistant Minister to the Prime Minister and Cabinet

#### Opinion

In my opinion, the financial statements of the Old Parliament House (the Entity) for the year ended 30 June 2021:

- (a) comply with Australian Accounting Standards – Reduced Disclosure Requirements 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 2021 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 2021 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 and forming part of the financial statements, comprising a Summary of Significant Accounting Policies 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 his delegates. These include the relevant independence requirements of the Accounting Professional and Ethical Standards Board's *APES 110 Code of Ethics for Professional Accountants (including Independence Standards)* (the Code) to the extent that they are not in conflict with the *Auditor-General Act 1997*. I have also fulfilled my other responsibilities in accordance with the Code. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

### **Accountable Authority's responsibility for the financial statements**

As the Accountable Authority of the Entity, the Board is responsible under the *Public Governance, Performance and Accountability Act 2013* (the Act) for the preparation and fair presentation of annual financial statements that comply with Australian Accounting Standards – Reduced Disclosure Requirements 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

A handwritten signature in grey ink, appearing to read 'M Vial', is positioned above the printed name.

Mark Vial  
Acting Executive Director  
Delegate of the Auditor-General  
Canberra  
27 August 2021

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

In our opinion, the attached financial statements for the year ended 30 June 2021 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 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.



**The Hon Nick Minchin AO**  
Chairperson  
26 August 2021



**Ms D Karp AM**  
Director  
26 August 2021



**Ms R Cox**  
Chief Financial Officer  
26 August 2021

# Statement of comprehensive income

For the period ended 30 June 2021

	Note	2021 \$000	2020 \$000	Original budget \$000
<b>Net cost of services</b>				
<b>Expenses</b>				
Employee benefits	3.1A	7,683	7,914	7,989
Suppliers	3.1B	7,709	6,499	5,331
Depreciation and amortisation	3.4A	7,998	6,625	7,286
Write-down and impairment of assets	3.4A	21	308	–
<b>Total expenses</b>		<b>23,411</b>	<b>21,346</b>	<b>20,606</b>
<b>Own-source income</b>				
<b>Own-source revenue</b>				
Sale of goods and rendering of services	3.2A	266	396	82
Rental income	3.2B	1,002	1,389	802
Interest	3.2C	30	191	50
Sponsorship and grants	3.2D	1,952	4,836	500
Other revenue	3.2E	2,177	63	1,404
<b>Total own-source revenue</b>		<b>5,427</b>	<b>6,875</b>	<b>2,838</b>
<b>Gains</b>				
Other gains	3.2F	227	203	–
<b>Total gains</b>		<b>227</b>	<b>203</b>	<b>–</b>
<b>Total own-source income</b>		<b>5,654</b>	<b>7,078</b>	<b>2,838</b>
<b>Net (cost of)/contribution by services</b>		<b>(17,757)</b>	<b>(14,268)</b>	<b>(17,768)</b>
Revenue from government	3.2G	16,879	14,683	15,482
<b>Surplus/(Deficit)</b>		<b>(878)</b>	<b>415</b>	<b>(2,286)</b>
<b>Other comprehensive income</b>				
<b>Items not subject to subsequent reclassification to net cost of services</b>				
Changes in asset revaluation reserves	3.4A	2,561	(1,325)	–
<b>Total other comprehensive income</b>		<b>1,683</b>	<b>(910)</b>	<b>(2,286)</b>

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

# Statement of financial position

As at 30 June 2021

	Note	2021 \$000	2020 \$000	Original budget \$000
<b>Assets</b>				
<b>Financial assets</b>				
Cash and cash equivalents	3.3A	7,652	9,853	5,355
Trade and other receivables	3.3B	289	349	349
<b>Total financial assets</b>		<b>7,941</b>	<b>10,202</b>	<b>5,704</b>
<b>Non-financial assets</b>				
Heritage and cultural building	3.4A	99,450	97,020	99,719
Heritage and cultural collections	3.4A	8,538	8,521	8,646
Right-of-use building	3.4A	1,290	1,529	1,578
Plant and equipment	3.4A	3,552	2,982	2,874
Intangibles	3.4A	219	271	46
Inventories	3.4B	53	54	54
Prepayments		113	72	72
<b>Total non-financial assets</b>		<b>113,215</b>	<b>110,449</b>	<b>112,989</b>
<b>Total assets</b>		<b>121,156</b>	<b>120,651</b>	<b>118,693</b>
<b>Liabilities</b>				
<b>Payables</b>				
Suppliers	3.5A	329	1,438	398
Leases	3.5B	1,320	1,543	1,390
Other payables	3.5C	263	160	33
<b>Total payables</b>		<b>1,912</b>	<b>3,141</b>	<b>1,821</b>
<b>Provisions</b>				
Employee provisions	3.6A	1,955	2,100	2,227
<b>Total provisions</b>		<b>1,955</b>	<b>2,100</b>	<b>2,227</b>
<b>Total liabilities</b>		<b>3,867</b>	<b>5,241</b>	<b>4,048</b>
<b>Net assets</b>		<b>117,289</b>	<b>115,410</b>	<b>114,645</b>
<b>Equity</b>				
Contributed equity		72,471	72,275	72,471
Reserves		46,473	43,912	45,237
Retained surplus/(accumulated deficit)		(1,656)	(777)	(3,063)
<b>Total equity</b>		<b>117,289</b>	<b>115,410</b>	<b>114,645</b>

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

# Statement of changes in equity

For the period ended 30 June 2021

	Note	2021 \$000	2020 \$000	Original budget \$000
<b>Contributed equity</b>				
Balance carried forward from previous period		72,275	68,655	72,275
<b>Transactions with owners</b>				
<i>Contributions by owners</i>				
Equity injection		196	3,620	196
<b>Total transactions with owners</b>		<b>196</b>	<b>3,620</b>	<b>196</b>
<b>Closing balance as at 30 June</b>		<b>72,471</b>	<b>72,275</b>	<b>72,471</b>
<b>Retained earnings</b>				
<b>Opening balance</b>				
Balance carried forward from previous period		(777)	(1,263)	(777)
Adjustment for rounding errors				
Adjustment for changes in accounting policies		–	71	–
<b>Adjusted opening balance</b>		<b>(777)</b>	<b>(1,192)</b>	<b>(777)</b>
<b>Comprehensive income</b>				
Surplus/(Deficit) for the period		(878)	415	(2,286)
<b>Total comprehensive income</b>		<b>(878)</b>	<b>415</b>	<b>(2,286)</b>
<b>Closing balance as at 30 June</b>		<b>(1,656)</b>	<b>(777)</b>	<b>(3,063)</b>
<b>Asset revaluation reserve</b>				
Balance carried forward from previous period		43,912	45,237	43,912
Other comprehensive income		2,561	(1,325)	1,325
<b>Closing balance as at 30 June</b>		<b>46,473</b>	<b>43,912</b>	<b>45,237</b>
<b>Total equity</b>				
Balance carried forward from previous period		115,410	112,629	115,410
Adjustment for rounding errors				
Adjustment for changes in accounting policies		–	71	–
<b>Adjusted opening balance</b>		<b>115,410</b>	<b>112,700</b>	<b>115,410</b>
<b>Comprehensive income</b>				
Surplus/(deficit) for the period		(878)	415	(2,286)
Other comprehensive income		2,561	(1,325)	1,325
<b>Total comprehensive income</b>		<b>1,683</b>	<b>(910)</b>	<b>(961)</b>
<b>Transactions with owners</b>				
<i>Contributions by owners</i>				
Equity injection		196	3,620	196
<b>Total transactions with owners</b>		<b>196</b>	<b>3,620</b>	<b>196</b>
<b>Closing balance as at 30 June</b>		<b>117,289</b>	<b>115,410</b>	<b>114,645</b>

The above statement should be read in conjunction with the accompanying notes. Amounts appropriated which are designated as 'equity injections' (less any formal reductions) are recognised directly in contributed equity in that year. The Financial Reporting Rules require that distributions to owners be debited to contributed equity unless it is in the nature of a dividend.

# Cash flow statement

For the period ended 30 June 2021

	Note	2021 \$000	2020 \$000	Original budget \$000
<b>Operating activities</b>				
<b>Cash received</b>				
Appropriations		16,879	19,230	15,982
Sale of goods and rendering of services		267	529	302
Rental income		1,083	1,603	1,050
Net GST received		1,631	401	178
Other		4,130	339	758
<b>Total cash received</b>		<b>23,990</b>	<b>22,102</b>	<b>18,270</b>
<b>Cash used</b>				
Employees		7,724	7,809	7,989
Suppliers		10,529	6,687	6,565
<b>Total cash used</b>		<b>18,253</b>	<b>14,496</b>	<b>14,554</b>
<b>Net cash from/(used by) operating activities</b>		<b>5,737</b>	<b>7,606</b>	<b>3,716</b>
<b>Investing activities</b>				
<b>Cash received</b>				
Interest		30	191	50
Cash matured from deposits		–	7,550	–
<b>Total cash received</b>		<b>30</b>	<b>7,741</b>	<b>50</b>
<b>Cash used</b>				
Purchase of non-financial assets		7,941	11,398	8,254
Cash on deposit		–	–	–
<b>Total cash used</b>		<b>7,941</b>	<b>11,398</b>	<b>8,254</b>
<b>Net cash from/(used by) investing activities</b>		<b>(7,911)</b>	<b>(3,657)</b>	<b>(8,204)</b>
<b>Financing activities</b>				
<b>Cash received</b>				
Contributed equity		196	3,620	196
<b>Total cash received</b>		<b>196</b>	<b>3,620</b>	<b>196</b>
<b>Cash used</b>				
Principal payments of lease liabilities		223	256	206
<b>Total cash used</b>		<b>223</b>	<b>256</b>	<b>206</b>
<b>Net cash from/(used by) financing activities</b>		<b>(27)</b>	<b>3,364</b>	<b>(10)</b>
<b>Net increase/decrease in cash held</b>		<b>(2,201)</b>	<b>7,313</b>	<b>(4,498)</b>
Cash and cash equivalents at the beginning of the reporting period	3.3A	9,853	2,540	9,853
<b>Cash on hand for the reporting period</b>		<b>7,652</b>	<b>9,853</b>	<b>5,355</b>

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

# Notes to and forming part of the financial statements

For the period ended 30 June 2021

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## Note 1 – Summary of significant accounting policies

### 1.1 Objectives of Old Parliament House

Old Parliament House (OPH) is a not-for-profit Corporate Commonwealth Entity (CCE). The objectives of OPH are twofold:

- to conserve Old Parliament House as a significant national heritage site
- to deliver the Museum of Australian Democracy at Old Parliament House.

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 OPH in its present form and with its present programs is dependent on government policy and on continuing funding by Parliament for the OPH's administration and programs.

### 1.2 Basis of preparation of the financial statements

The financial statements are general purpose financial statements and are required by section 42 of the *Public Governance, Performance and Accountability Act 2013* (PGPA Act).

The financial statements have been prepared in accordance with:

- a. Public Governance, Performance and Accountability (Financial Reporting) Rule 2015 (FRR)
- b. Australian Accounting Standards and Interpretations – Reduced Disclosure Requirements 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 and are rounded to the nearest thousand dollars, unless otherwise specified.

Specific accounting policies can be found in the relevant notes.

### 1.3 New Australian Accounting Standard

#### Adoption of new AAS 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.

### 1.4 Significant accounting judgements and estimates

#### 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 every three years. The valuers provide assurance to OPH that the valuation is in compliance with AASB 13. This year the professional valuation was over all asset classes excluding the heritage and cultural collections (this will be completed next financial year). OPH management assess each asset class in the intervening years to ensure the carrying values equate to fair value.

The fair value of non-financial assets is disclosed at Note 3.4.

The highest and best use of all 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 of non-financial assets.



### Heritage and cultural building

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

The significant unobservable inputs used in the fair value measurement of OPH's heritage and cultural building assets are based on depreciated replacement cost values. The depreciated replacement cost is the gross current replacement cost reduced by factors providing for age, physical depreciation and technical and functional obsolescence, taking into account the unique heritage value, total estimated useful life and anticipated residual value of the asset.

During 2020–21 additional capital works were completed (disclosed at Note 3.4).

OPH has assessed the carrying value of these additions equate fair value.

### 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. On these items, the professional valuer has made a judgement on value based on their expert knowledge.

The fair value of OPH's heritage and cultural collection assets is based on sales comparisons of similar items through auction sales, catalogues and known private collections. Significant increases (decreases) in any of those inputs in isolation would result in a significantly higher (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, as such unobservable inputs were used for these valuations.

### Infrastructure, plant and equipment (IPE)

The fair value of OPH's IPE is largely based on market observations unless the asset is a specialised or special-use facilities which are valued on a cost basis.

## 1.5 Taxation and competitive neutrality

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.

## Note 2 – Events after the reporting period

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

## Note 3.1 – Expenses

### 3.1A Employee benefits

	2021 \$000	2020 \$000
Wages and salaries	6,013	6,186
<b>Superannuation</b>		
Defined contribution plans	698	749
Defined benefit plans	361	361
Leave and other entitlements	611	618
<b>Total employee benefits</b>	<b>7,683</b>	<b>7,914</b>

See note 3.6 for accounting policy on employee provisions and superannuation.

### 3.1B Suppliers

	2021 \$000	2020 \$000
<b>Goods and services supplied or rendered</b>		
Consultants	65	51
Professional services	1,062	1,127
Travel	22	85
IT services	648	811
Building services and maintenance	4,611	3,362
External audit fees (Australian National Audit Office)	61	61
Other	1,197	935
<b>Total goods and services supplied or rendered</b>	<b>7,666</b>	<b>6,432</b>
Goods supplied	2,810	1,484
Services rendered	4,856	4,948
<b>Total goods and services supplied or rendered</b>	<b>7,666</b>	<b>6,432</b>
<b>Other suppliers</b>		
Workers compensation expenses	43	67
<b>Total other suppliers</b>	<b>43</b>	<b>67</b>
<b>Total suppliers</b>	<b>7,709</b>	<b>6,499</b>

## Note 3.2 – Own-source revenue

### 3.2A Sale of goods and rendering of services

	2021 \$000	2020 \$000
Rendering of services – external parties	266	396
<b>Total sale of goods and rendering of services</b>	<b>266</b>	<b>396</b>

OPH receives revenue from visitor admission fees, sale of shop merchandise, and tickets and tours.

### 3.2B Rental income

	2021 \$000	2020 \$000
Rental income	1,002	1,389
<b>Total rental income</b>	<b>1,002</b>	<b>1,389</b>

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

### 3.2C Interest

	2021 \$000	2020 \$000
Interest	30	191
<b>Total interest</b>	<b>30</b>	<b>191</b>

OPH receives interest revenue from cash at bank and cash on deposit.

### 3.2D Sponsorships and grants

	2021 \$000	2020 \$000
Sponsorships and grants	1,952	4,836
<b>Total sponsorships and grants</b>	<b>1,952</b>	<b>4,836</b>

OPH received grants for this financial year and last for specific one-off capital projects from the portfolio department.

### 3.2E Other revenue

	2021 \$000	2020 \$000
Other revenue (including cash donations)	2,177	63
<b>Total other revenue</b>	<b>2,177</b>	<b>63</b>

OPH receives other revenue from cash donations and location filming revenue. This year other revenue includes insurance refunds from hail damage.

## Note 3.2 – Own-source revenue (continued)

### 3.2F Other gains

	2021 \$000	2020 \$000
<b>Resources received free of charge</b>		
Donations of collection items	227	–
Donated services		203
<b>Total other gains</b>	<b>227</b>	<b>203</b>

Contributions of assets and donated services at no cost of acquisition or for nominal consideration are recognised as gains at their fair value when the asset qualifies for recognition, unless received from another government entity as a consequence of a restructuring of administrative arrangements.

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.

### 3.2G Revenue from government

	2021 \$000	2020 \$000
Corporate Commonwealth entity payments from non-corporate Commonwealth entities	16,879	14,683
<b>Total revenue from government</b>	<b>16,879</b>	<b>14,683</b>

Funding received or receivable from non-corporate Commonwealth entities is recognised as revenue from government by OPH unless the funding is in the nature of an equity injection or a loan.

Amounts were appropriated through the former Department of Communications and the Arts, and the funds were received from both the former Department and the Department of Prime Minister and Cabinet. Funds are recognised as revenue from government when OPH gains control of the appropriation.

## Note 3.3 – Financial assets

### 3.3A Cash and cash equivalents

	2021 \$000	2020 \$000
Cash on hand	7,652	9,853
Cash held in term deposits	–	–
<b>Total cash and cash equivalents</b>	<b>7,652</b>	<b>9,853</b>

Cash is recognised at its nominal amount.

### 3.3B Trade and other receivables

	2021 \$000	2020 \$000
Goods and services	89	170
GST receivable from the Australian Taxation Office	200	178
Other	–	1
<b>Total trade and other receivables (net)</b>	<b>289</b>	<b>349</b>

All trade and other receivables are expected to be settled within 12 months. No indicators of impairment were found for trade and other receivables.

## Note 3.4 – Non-financial assets

### 3.4A Reconciliation of the opening and closing balances of property, plant and equipment and intangibles

	Heritage & cultural building <sup>1</sup> \$000	Heritage & cultural collection <sup>2</sup> \$000	Right- of-use buildings \$000	Plant and equipment \$000	Intangibles <sup>3</sup> \$000	Total \$000
<b>As at 1 July 2020</b>						
Net book value	97,020	8,521	1,529	2,982	275	110,327
<b>Total as at 1 July 2020</b>	<b>97,020</b>	<b>8,521</b>	<b>1,529</b>	<b>2,982</b>	<b>275</b>	<b>110,323</b>
Additions	6,768	17	–	1,357	39	8,181
Reclassifications	–	–	–	–	–	–
Depreciation and amortisation	(6,875)	–	(239)	(790)	(95)	(7,998)
Write-downs and impairment recognised in net cost of services	–	–	–	(21)	–	(21)
Revaluations and impairments recognised in other comprehensive income	2,537	–	–	24	–	2,561
<b>Total as at 30 June 2021</b>	<b>99,450</b>	<b>8,538</b>	<b>1,290</b>	<b>3,552</b>	<b>215</b>	<b>113,049</b>
<b>Total as a 30 June 2021 represented by</b>						
Gross book value	99,450	8,538	1,290	3,552	219	113,049
<b>Total as at 30 June 2021</b>	<b>99,450</b>	<b>8,538</b>	<b>1,290</b>	<b>3,552</b>	<b>219</b>	<b>113,049</b>

1. The OPH building is considered a 'heritage and 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 was disclosed in the heritage and cultural asset class.
3. Intangibles reflects computer software, including internally generated software.

## Note 3.4 – Non-financial assets (continued)

### 3.4A Reconciliation of the opening and closing balances of property, plant and equipment and intangibles (continued)

#### i. 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 values as at the reporting date. The regularity of independent valuations depends upon the volatility of movements in market values for the 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 was eliminated against the gross carrying amount of the asset and the asset was restated to the revalued amount.

OPH obtained independent valuations as at 30 June 2021 for the heritage building, and the property plant and equipment assets.

The heritage and cultural assets were last independently valued at 30 June 2019. There have been no significant movements in market values since this date.

Fair values for each class of asset are determined as shown below:

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

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

Non-financial asset contractual commitments all relate to expenditure for the 2021–22 financial year and amount to \$4,091,878 (2020: \$4,075,075). The balance reflects the final construction phase of the current capital works program.

#### iii. Acquisition of assets

Assets are recorded at cost on acquisition or transfer except 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, unless acquired as a consequence of restructuring of administrative arrangements. In the latter case, assets are initially recognised as contributions by owners at the amounts at which they were recognised in the transferor's accounts immediately prior to the restructuring.

#### iv. 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, 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).

**v. 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	2021	2020
Heritage and cultural assets – building	5 to 45 years	4 to 45 years
Heritage and cultural assets – collections	Indefinite	Indefinite
Property, plant and equipment	3 to 10 years	3 to 10 years
Intangibles	3 to 5 years	3 to 5 years
Right-of-use assets	7 years	7 years

Heritage and cultural collection assets have indefinite useful lives and are not depreciated.

The useful lives of Property, Plant and Equipment were amended in line with advice from the independent valuer at 30 June 2021. No other indicators of impairment were noted on 30 June 2021 to change this assessment.

**vi. Impairment**

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

The recoverable amount of an asset is the higher of its fair value less costs 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.

**vii. 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.

**viii. Heritage and cultural assets**

OPH has a variety of items in the collection which relate to the buildings 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](http://moadoph.gov.au)

## Note 3.4 – Non-financial assets (continued)

### 3.4A Reconciliation of the opening and closing balances of property, plant and equipment and intangibles (continued)

#### ix. Intangibles

OPH's intangibles 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 of impairment as at the reporting date.

#### x. Right-of-use assets

Leased right-of-use (ROU) assets are capitalised at the commencement date of the lease and comprise of the initial lease liability amount, initial direct costs incurred when entering into the lease less any lease incentives received. These assets are accounted for by Commonwealth lessees as separate asset classes to corresponding assets owned outright.

On initial adoption of AASB 16 OPH has adjusted the ROU assets at the date of initial application by the amount of any provision for onerous leases recognised immediately before the date of initial application. Following initial application, an impairment review is undertaken for any ROU lease asset that shows indicators of impairment and an impairment loss is recognised against any ROU lease asset that is impaired. Lease ROU assets continue to be measured at cost after initial recognition in Commonwealth agency, GGS and Whole of Government financial statements.

### 3.4B Inventories

	2021 \$000	2020 \$000
Retail shop inventory	53	54
<b>Total inventories held for sale</b>	<b>53</b>	<b>54</b>

## Note 3.5 – Payables

### 3.5A Suppliers

	2021 \$000	2020 \$000
Trade creditors and accruals	329	1,438
<b>Total suppliers</b>	<b>329</b>	<b>1,438</b>

Supplier payables are settled within 30 days.

Supplier and other payables are recognised at amortised cost. Liabilities are recognised to the extent that the goods or services have been received (and irrespective of having been invoiced).



### 3.5B Leases

	2021 \$000	2020 \$000
Lease liabilities <sup>1</sup>	1,320	1,543
<b>Total leases</b>	<b>1,320</b>	<b>1,543</b>
Lease liabilities are an interest-bearing liability Refer to Note 3.4A for accounting policy on ROU assets		
<b>Maturity analysis – contractual undiscounted cash flows</b>		
Within 1 year	245	238
Between 1 to 5 years	1,196	1,301
More than 5 years	–	140
<b>Total leases</b>	<b>1,441</b>	<b>1,679</b>

1. OPH in its capacity as lessee for a storage facility for heritage and cultural collection items.

### 3.5C Other payables

	2021 \$000	2020 \$000
Salaries and wages	157	109
Superannuation	25	18
Unearned income	24	24
Other	58	9
<b>Total other payables</b>	<b>263</b>	<b>160</b>

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

#### Classification of financial liabilities

Financial liabilities are classified as either financial liabilities 'at fair value through profit or loss' or other financial liabilities. OPH only holds other financial liabilities.

Financial liabilities are recognised and derecognised upon the trade date.

#### Other financial liabilities

Other financial liabilities are initially measured at fair value, net of transaction costs. These liabilities are subsequently measured at amortised cost using the effective interest method, with interest expense recognised on an effective yield basis.

#### 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.

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.

## Note 3.5 – Payables (continued)

### 3.5C Other payables (continued)

#### Superannuation (continued)

OPH makes employer contributions to the employee's 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. Contributions to other funds are at the same rate as the applicable PSSap rate.

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

## Note 3.6 – Employee provisions

### 3.6A Employee provisions

	2021 \$000	2020 \$000
Leave (annual and long service leave)	1,955	2,100
<b>Total employee provisions</b>	<b>1,955</b>	<b>2,100</b>

#### 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 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 leave has been determined using present value techniques in accordance with the shorthand method as per PGPA Act s24 as at the reporting date. The estimate of the present value of the liability takes into account attrition rates and pay increases through promotion and inflation using the shorthand method.

#### Separation and redundancy

No provision is required for separation and redundancy of employees.

## Note 3.7 – Financial instruments

### 3.7A Categories of financial instruments

	2021 \$000	2020 \$000
<b>Financial assets</b>		
<i>Loans and receivables</i>		
Cash and cash equivalents	7,652	9,853
Trade and other receivables	89	171
<b>Total financial assets</b>	<b>7,741</b>	<b>10,024</b>
<b>Financial liabilities</b>		
<i>Financial liabilities measured at amortised cost</i>		
Suppliers	329	1,438
Other payables	81	33
<b>Total financial liabilities</b>	<b>410</b>	<b>1,471</b>

The net fair value of the financial assets and liabilities are their carrying amounts. OPH derived \$30,000 interest income from financial assets in the current year (2020: \$190,776).

**3.7B Credit risk**

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

**3.7C Liquidity risk**

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

**Note 3.8 – Key management personnel remuneration**

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

	2021 \$	2020 \$
Short-term employee benefits	734,933	702,768
Post-employment benefits	76,632	75,477
Other long-term employee benefits	20,284	14,384
<b>Total key management personnel remuneration expenses</b>	<b>831,849</b>	<b>792,629</b>

The total number of key management personnel that are included in the above table are nine (2020: ten).

The Remuneration Tribunal sets remuneration for the Board.

**Note 3.9 – Related party disclosures**

**Related party relationships**

The entity is an Australian Government controlled entity. Related parties to this entity are Directors and Executive, and other Australian Government entities.

**Transactions with related parties**

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

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

## Note 3.10 – Current/non-current distinction for assets and liabilities

	2021 \$000	2020 \$000
<b>Assets expected to be recovered in:</b>		
<i>No more than 12 months</i>		
Cash and cash equivalents	7,652	9,853
Trade and other receivables	289	349
Inventories	53	54
Prepayments	106	62
<b>Total no more than 12 months</b>	<b>8,100</b>	<b>10,318</b>
<i>More than 12 months</i>		
Heritage and cultural building	99,450	97,020
ROU building	1,290	1,529
Heritage and cultural collections	8,538	8,521
Plant and equipment	3,552	2,982
Intangibles	219	271
Prepayments	8	10
<b>Total more than 12 months</b>	<b>113,057</b>	<b>110,333</b>
<b>Total assets</b>	<b>121,157</b>	<b>120,651</b>
<b>Liabilities expected to be settled in:</b>		
<i>No more than 12 months</i>		
Suppliers	329	1,438
Lease payables	149	141
Other payables	263	160
Employee provisions	1,404	1,552
<b>Total no more than 12 months</b>	<b>2,145</b>	<b>3,291</b>
<i>More than 12 months</i>		
Lease payables	1,171	1,402
Employee provisions	551	547
<b>Total more than 12 months</b>	<b>1,722</b>	<b>1,949</b>
<b>Total liabilities</b>	<b>3,867</b>	<b>5,241</b>

## Note 3.11 – Variances to Budget commentary

OPH operates in a dynamic environment with the development of new exhibitions and managing the heritage values of the building and museum content. As a result, activities and events that occur during the financial year may not have been anticipated when preparing the budget.

The effects of the COVID-19 pandemic are still apparent in the financial results of the museum, with impacts to revenue generation, supplier expenditure and the capital works program.

### Variances in actual revenue to budget and the impact on the financial statements

Historically, OPH generally makes conservative estimates for generation of own-source revenue.

#### Sale of goods and rendering of services

Admission fees from school visitation, general admission remains free. The actual result is greater than budget due to a higher than anticipated number of school children visiting the museum earlier in the financial year as June saw a number of cancellations due to lockdowns in other states. The budget was developed assuming the impact of the COVID-19 pandemic would be greater on visitation numbers throughout the year than eventuated.

#### Rental income

The variance to budget is due to new tenants in the building moving in during the year. The certainty of which was unknown at the time of preparing the budget.

#### Interest

Low interest rates impact the museum's ability to generate revenue from invested funds.

#### Sponsorship and grants

At the time of preparing the budget the success or otherwise of grant applications is unknown. At the time of preparing the budget sponsorship funds anticipated from the Department of Prime Minister and Cabinet for the remediation of the rear membrane was split over two financial years. OPH's request for the total grant funds to be received this financial year was approved after the budget was developed.

#### Other revenue and other gains

The variance is due to receiving higher than anticipated insurance refunds from the continued remediation of hail damage sustained in January 2020. The variance for other gains is recognition of the value of resources received free of charge from a related entity for the development of a new exhibition unknown at the time of preparing the budget.

As a result of the above, actual revenue was greater than budget on the comprehensive income statement, which in turn impacted cash receipts on the cash flow statement. The timing of the resurgence in the Delta strain towards the end of the financial year and therefore the cancellation of school tours impacted revenue and therefore resulted in lower trade and other receivables on the statement of financial position.

The spending of the overall increased cash available meant that the cash used on suppliers was also higher than budget.

### Variances in actual expenditure to budget and the impact on the financial statements

#### Supplier expenses

Supplier expenses were higher than budgeted mainly due to the increased cash receipts including the associated expenditure due to the hail damage.

#### Depreciation and amortisation

The budget was prepared based on an estimated schedule and completion of capital works on the building and for the exhibitions. The difference is due to the timing differences between what was estimated to be completed and the actual completion (and therefore capitalisation) of the new assets. Supply chain delays of equipment have been experienced due to the COVID-19 pandemic.

## Note 3.11 – Variances to Budget commentary (continued)

### Variances in actual expenditure to budget and the impact on the financial statements (continued)

#### Write down and impairment of assets

OPH does not typically budget for this item, the quantum of the variance is mainly due to the disposal of items from old exhibition spaces.

These events affected the variances to budget for the statement of comprehensive income, statement of financial position (increased total payables) and cash flow statement (cash used for payments to suppliers). In addition, the timing of final payment runs before the end of the financial year influenced the level of payables.

### Variances in asset related expenditure and valuations and the impact on the financial statements

Asset related expenditure in a heritage building requires considerable amounts of planning and approvals before commencement. In addition, continuing remediation due to the hail damage and the COVID-19 pandemic impacted the quantum and timing of capital works. The majority of variances in asset related expenditure related to changes in the scheduling of capital works.

#### Heritage and cultural building

The budgeted value of the heritage and cultural building asset was prepared prior to OPH receiving the professional valuation in June 2021, the quantum of the change in value was not budgeted for due to the difficulty of predicting changes in asset values particularly in a time of pandemic. The increase in the value of the building reflects reassessment of heritage value and the additional capital works and maintenance program to the building contributing to the new estimates of depreciated replacement cost. More detail on the valuation methods can be found at the fair value measurement note (Note 3.8).

#### Heritage and cultural collections

The variance to budget for Heritage and Cultural Collections is due to lower than anticipated additions to the collection through purchase and/or donations.

#### Intangibles

Changes in the design and timing of new exhibitions developed this year resulted in more intangibles purchased during the year than anticipated when preparing the budget.

#### Total equity

The higher than budget total equity is mainly due to the higher than anticipated increase in value of the Heritage Building from a professional valuation.



# LEGISLATIVE REQUIREMENTS

# List of reporting requirements

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

**Table 12 : Reporting requirements as per Schedule 2A of the PGPA Rule.**

PGPA Rule reference	Part of report	Description	Requirement
<b>17BE Contents of annual report</b>			
17BE(a)	48	Details of the legislation establishing the body	Mandatory
17BE(b)(i)	48	A summary of the objects and functions of the entity as set out in legislation	Mandatory
17BE(b)(ii)	18	The purposes of the entity as included in the entity's corporate plan for the reporting period	Mandatory
17BE(c)	48	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)	48	Directions given to the entity by the Minister under an Act or instrument during the reporting period	Mandatory, if applicable
17BE(e)	48	Any government policy order that applied in relation to the entity during the reporting period under section 22 of the Act	Mandatory, if applicable
17BE(f)	NA*	Particulars of non-compliance with: <ul style="list-style-type: none"> <li>a. a direction given to the entity by the Minister under an Act or instrument during the reporting period; or</li> <li>b. a government policy order that applied in relation to the entity during the reporting period under section 22 of the Act</li> </ul>	Mandatory, if applicable
17BE(g)	18–22	Annual performance statements in accordance with paragraph 39(1)(b) of the Act and section 16F of the rule	Mandatory
17BE(h), 17BE(i)	48	A statement of significant issues reported to the Minister under paragraph 19(1)(e) of the Act that relates to non-compliance with finance law and action taken to remedy non-compliance	Mandatory, if applicable
17BE(j)	49–51	Information on the accountable authority, or each member of the accountable authority, of the entity during the reporting period	Mandatory
17BE(k)	48	Outline of the organisational structure of the entity (including any subsidiaries of the entity)	Mandatory
17BE(ka)	51–52	Statistics on the entity's employees on an ongoing and non-ongoing basis, including the following: <ul style="list-style-type: none"> <li>a. statistics on full-time employees;</li> <li>b. statistics on part-time employees;</li> <li>c. statistics on gender;</li> <li>d. statistics on staff location</li> </ul>	Mandatory
17BE(l)	24–38	Outline of the location (whether or not in Australia) of major activities or facilities of the entity	Mandatory

\* Not applicable



Table 12 : Reporting requirements as per Schedule 2A of the PGPA Rule (continued).

PGPA Rule reference	Part of report	Description	Requirement
17BE(m)	48–49 52–55	Information relating to the main corporate governance practices used by the entity during the reporting period	Mandatory
17BE(n), 17BE(o)	55	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	Mandatory, if applicable
17BE(p)	14–16	Any significant activities and changes that affected the operation or structure of the entity during the reporting period	Mandatory, if applicable
17BE(q)	55	Particulars of judicial decisions or decisions of administrative tribunals that may have a significant effect on the operations of the entity	Mandatory, if applicable
17BE(r)	55	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	Mandatory, if applicable
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	Mandatory, if applicable
17BE(t)	55	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)	Mandatory, if applicable
17BE(taa)	50–51	The following information about the audit committee for the entity: a. a direct electronic address of the charter determining the functions of the audit committee; b. the name of each member of the audit committee; c. the qualifications, knowledge, skills or experience of each member of the audit committee; d. information about each member's attendance at meetings of the audit committee; e. the remuneration of each member of the audit committee	Mandatory
17BE(ta)	55	Information about executive remuneration	Mandatory

Table 12 : Reporting requirements as per Schedule 2A of the PGPA Rule (continued).

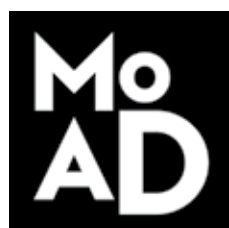
PGPA Rule reference	Part of report	Description	Requirement
<b>17BF Disclosure requirements for government business enterprises</b>			
17BF(1)(a)(i)	NA	An assessment of significant changes in the entity's overall financial structure and financial conditions	Mandatory, if applicable
17BF(1)(a)(ii)	NA	An assessment of any events or risks that could cause financial information that is reported not to be indicative of future operations or financial conditions	Mandatory, if applicable
17BF(1)(b)	NA	Information on dividends paid or recommended	Mandatory, if applicable
17BF(1)(c)	NA	Details of any community service obligations the government business enterprise has including: a. an outline of actions taken to fulfil those obligations; and b. an assessment of the cost of fulfilling those obligations	Mandatory, if applicable
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	Mandatory, if applicable

## Other legislation requirements

Provision	Act	Part of report
Section 311A	<i>Commonwealth Electoral Act 1918</i>	55
Section 516A	<i>Environment Protection and Biodiversity Conservation Act 1999</i>	56–57
Schedule 2, Part 4	<i>Work Health and Safety Act 2011</i>	55



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