



STRATEGIC PLAN

2009 - 2012



MUSEUM
OF AUSTRALIAN
DEMOCRACY

OLD PARLIAMENT HOUSE

INTRODUCTION

Old Parliament House (OPH) was the home of our Commonwealth Parliament from 1927 to 1988 and is an icon of outstanding national significance, symbolising the democratic history of Australia.

In May 2009 OPH was relaunched as the Museum of Australian Democracy (MoAD) at Old Parliament House with a substantially expanded range of exhibitions, programs and activities. We have broadened our role from Australia's political and parliamentary history to include the story of democracy and democratic values in both Australia and elsewhere. These changes have also included a much stronger emphasis on education, research and online programs.

Old Parliament House is an Executive Agency within the Prime Minister and Cabinet portfolio with Senator the Hon Joe Ludwig, Cabinet Secretary, as the responsible Minister.

This plan identifies our key objectives, priorities and performance indicators for the next three years. It reflects the new directions and activities associated with the Museum of Australian Democracy development, while continuing to encompass our status as a National Heritage Listed building.

This plan provides the focus for our new goals which are supported by the annual Business Plan and individual section work plans. The Strategic Plan will be updated annually, with a major review every three years (or as required), to take account of our changing operating environment and our audience's expectations.

We are committed to achieving the goals set out in this Strategic Plan.

Jenny Anderson
Director

VISION

To celebrate, debate and experience the journey of Australian Democracy

MISSION

We are committed to fulfilling this vision and providing an inspirational experience for our audiences by:

- Engaging with them to enrich their understanding of Australia's past, present and future democracy;
- providing a range of dynamic and engaging programs relevant to our vision; and
- managing, conserving, interpreting and presenting our heritage building and its collections.

OUR KEY OBJECTIVES

We will achieve our mission by:

- increasing visitation and access to high quality, interesting and entertaining exhibitions, tours, interpretation, education programs and other activities, both on-site and externally;
- continually expanding our role and activities in telling the story of Australia's past, present and future democracy through the ongoing management and continuing development of MoAD, including the Australian Prime Ministers Centre (APMC);
- ensuring the building is maintained, conserved and capable of sustainable use in accordance with legislative obligations and the highest heritage standards; and
- implementing effective governance arrangements, planning structures and staffing capability.

VALUES

We are committed to:

- upholding the values of the Australian Public Service; we are accountable and responsible for our decisions and actions;
- providing the highest quality service in everything we do;
- inclusiveness through diversity of participation, thought and action;
- even-handedness, fairness and impartial in our treatment of subjects and issues;
- the national significance of the site and collections through best practice conservation and;
- our people and to their personal and professional development.

STRATEGIC CONTEXT

The role of OPH is twofold: (a) to be the Museum of Australian Democracy at Old Parliament House and to ensure that our audience is able to enjoy, appreciate and understand the role of democracy in the history of Australia and; (b) to conserve OPH as a significant national heritage site, and conserve the building and the heritage collections for future generations.

Establishment of Old Parliament House as an Executive Agency on 1 July 2008 saw the development of a new planning framework to underpin key business priorities. These strategies and policies ensure that we meet our governance obligations and government expectations while delivering on key business objectives. During 2009-12 the framework will be monitored and further developed to include project management, implementation of workforce planning and a learning and development strategy.

KEY PRIORITIES 2009-12

We will fulfil our priorities by:

- Continuing to build and develop the activities of MoAD. Launched in May 2009 as the world's first museum dedicated to the history and development of Australian democracy, MoAD will continue to deliver and promote new innovative public programs, research, curriculum based education programs, exhibitions, tours, seminars, lectures and special events, including outreach activities, which will inspire and challenge our audience to explore democracy from its ancient roots to the present day and possible futures. At the same time, we will refine and review these programs, and commence planning for future projects.
- Expanding the museum's profile as a scholarly and research-oriented body, including the role of the Australian Prime Ministers Centre (APMC). Opened in 2007 as the first stage of MoAD, the APMC provides a national focus for the research, study and larger public understanding of the achievements of the office of Prime Minister, the individuals who have held it and their administrations. It aims to sponsor scholarly research, education and collaboration between libraries, schools, archives, universities, cultural institutions, academics and the general public. A major focus for the museum is on continuing to build stronger and mutually beneficial partnerships with other cultural and academic institutions and scholars, while further raising the museums's profile.
- Continuing the management and interpretation of OPH as a heritage site of national significance by meeting our obligations under the *Environment Protection and Biodiversity Conservation Act 1999* through the Heritage Management Plan (HMP). The HMP provides a blueprint for the appropriate use and development of heritage objects and the ongoing interpretation of OPH's cultural heritage values.
- Managing and developing OPH's collections, in accordance with our Collection Management Policy, in support of exhibition, interpretation and program activities.
- Ongoing conservation, maintenance and refurbishment, where appropriate, of the building including an ongoing program of capital works.

OUTCOME AND PROGRAMS 2009-10

Outcome 1

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

Program 1.1

Conserve and manage OPH as a site of national heritage significance

Program deliverables

Manage the heritage values of Old Parliament House:

- Ensure adherence to the *Environment Protection and Biodiversity Conservation Act 1999* by implementing the Heritage Management Plan.
- Manage and develop the OPH collection by implementing the Collection Management Policy.
- Increase research into the collection.
- Ensure that the heritage values are interpreted by implementing the Heritage Interpretation Plan.

Ensure the ongoing conservation of the site:

- Manage the impacts of use and change by implementing the Human Impact Management Program.
- Ensure the external fabric of the site is conserved.
- Ensure the internal fabric of the site is conserved.

Key Performance Indicators

Manage the heritage values of Old Parliament House:

- All staff, volunteers, contractors, tenants and school students (through orientation programs) to attend Heritage Awareness Training annually.
- All proposed actions likely to have a significant adverse impact on the heritage values of the place are assessed by the Actions Committee and signed off by Delegate.
- All proposed new collection items for the Heritage and Associated Collections assessed by the Acquisitions Committee and approved by the Delegate.
- Improved storage and management of heritage items with a stocktake and reorganisation of the off site storage facility by April 2010. Then development of an ongoing storage management plan by 2012.
- Complete statements of significance for the Heritage reference collection—37 objects by June 2010.
- All new content proposals assessed by the Interpretation and Museum Programs Committee and signed off by the Delegate.

Ensure the ongoing conservation of the site:

- Baseline Human Impact data for all public access areas on the main and lower floors by December 2009.
- Stabilisation of the external render on the front facade by June 2010.
- Conservation of all exterior heritage timber window and door treatments by June 2010.
- Complete heritage floor covering conservation assessment by December 2009.
- Complete Strangers Gallery floor conservation by June 2010.

Program 1.2

Develop and present OPH as a major museum of political, parliamentary and social history

Program deliverables

Increase awareness of the new role of OPH as a museum exploring the past, present and future of Australian democracy:

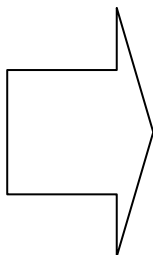
- Implement an innovative marketing and promotion plan.
- Maintain a positive media coverage ratio.
- Develop and encourage use of website to increase access to the collection and as a learning tool.
- Establish fellowships and reference services in political, parliamentary and social history particularly with regard to Australian Prime Ministers.

Be acknowledged as a pre-eminent and innovate cultural institution:

- Provision of innovative, curriculum based and interesting school programs.
- Provision of interactive and exciting exhibitions and community programs that tell the story of democracy.
- Increased accessibility to the collection.

Extend profile and partnerships with other cultural institutions, academics and cultural innovators:

- Seek partnerships for public exhibitions and interpretive programs.
- Collaborate with research centres, universities and other cultural institutions on political, parliamentary and social history issues relevant to OPH.



Key Performance Indicators

Increase awareness of the new role of OPH as a museum exploring the past, present and future of Australian democracy:

- 5% increase in visitor numbers each year.
- Tenor of 90% of media stories to remain positive over time.
- 5% increase in website use each year.
- Devise a strategy that outlines the introduction of web based schools and non-schools learning programs by April 2010.
- 100% of reference queries are dealt with within 10 working days.
- All scholarships and fellowships awarded will be assessed by selection panel comprising representatives from academics, cultural institutions and OPH.

Be acknowledged as a pre-eminent and innovate cultural institution:

- Continue to attract 75,000 school children to OPH and target school visitor satisfaction levels at or above 95% in 2009–10. Attract 80,000 in 2010–11 with satisfaction levels at or above 95% and maintain this level.
- General visitor satisfaction levels at or above 85% in 2009–10, rising to 90% by 2011.
- Number of collection items on display or otherwise accessible to increase by 2% in 2009–10 and maintain this level of increase in out years.

Extend OPH's profile and partnerships with other institutions, academics and cultural innovators:

- Two partnerships established in 2009–10 rising to a target number of 4 per annum by 2013.