

## Corporate Activities



The Corporate Services Division is responsible for the development, support and welfare of three of our essential resources: the people who work for Museum Victoria, Finances and Buildings and assets. It is also responsible for the management of risk, of legal services, and the provision of a framework for good planning and reporting.

### HUMAN RESOURCES MANAGEMENT

Museum Victoria's third Enterprise Partnership Agreement was certified on 7 January 2003, following a resounding 86.6% 'yes' vote at ballot. Human Resources worked closely with the union (CPSU) and Staff Consultative Committee in the lead up to this event, having had major input into negotiations, research and administrative arrangements. The 'agreement' incorporates improvements to allow for a more family-friendly and industrial relations-friendly arrangement, and will facilitate a smoother transition to the next Agreement.

A review of Museum Victoria's operations was carried out in early 2003. This review was undertaken in response to a reduction in the number of divisions in the organisation from seven to four, and the need for Museum Victoria to consolidate its operations. Eighteen review teams, comprising approximately 100 staff, were set up to review a variety of functions. The reviews produced over 236 recommendations for working more effectively and achieving the Museum's strategic goals. In the coming year the organisation will focus on the implementation of these recommendations.

### Occupational Health and Safety

Museum Victoria continued to apply rigorous standards to managing its health and safety program, in line with the Museums Board of Victoria approved Occupational Health and Safety Act, Regulations and Occupational Health and Safety Policy.

The cross-campus occupational health and safety program included the following achievements:

- Maintenance and testing programs were carried out for all Museum Victoria premises in accordance with the *Building Essential Services Act 1994*.
- Emergency evacuation drills were undertaken during the 2002-03 financial year.
- Noise auditing and/or air sampling were carried out in accordance with the regulations.
- Museum Victoria's contractor safety management program was applied at all campuses, resulting in no lost time incidents.
- The Melbourne Museum Cooling Tower Risk Management Plan and inspection program was applied in accordance with the regulations.
- Hazards and safety issues identified across all campuses were addressed and treated in accordance with the established procedure.

A continuing program to address items identified in site risk surveys was undertaken. Victorian Managed Insurance Authority gold medal ratings were achieved across all five premises under the direct control of Museum Victoria.

### FINANCE AND ADMINISTRATION

During the year Museum Victoria experienced a drop in visitor numbers at Melbourne Museum. The associated reduction in revenue prompted the undertaking of a cost structure review to produce a more economically sustainable organisation. Additionally, government support was secured to fund a reduction in entry fees and to develop new exhibitions for Melbourne Museum and the Immigration Museum.

### BUILDINGS AND FACILITIES

Significant progress was made with the development of Strategic Facilities Management Plans for all campuses. These were completed at the end of August 2003. A number of key maintenance and services contracts were put into place during the year.

Refurbishment works at the Royal Exhibition Building continued, including replacement of Great Hall floor sections.

While progress was made in the rectification of defects at Melbourne Museum, there are a number of unresolved major defects. The most significant are the cracking and degradation of concrete flooring and leaks in the carpark.

Work continued to reduce energy consumption and to identify and implement waste reduction and recycling initiatives. As part of a wider organisational review, teams were set up in early 2003 to review and make recommendations on strategies in these areas. Melbourne Museum achieved *Waste Wise* status and was presented with a Certificate by EcoRecycle Victoria.

### COMPLIANCE AND RISK MANAGEMENT

Museum Victoria undertook a comprehensive risk assessment with the assistance of Deloitte Touche Tohmatsu in May 2003. In doing so, the organisation updated its corporate risk register, to reflect progress against its program of risk reduction and identify any new risks across Museum Victoria.



## CORPORATE MARKETING AND PUBLIC RELATIONS

Museum Victoria undertakes marketing, public relations, fundraising and market research. In addition, it has a vibrant Members' program.

The support of Museum Ambassadors has continued. This dedicated group of people from diverse backgrounds acts as advocates for Museum Victoria and its activities, within their local community and sphere of influence.

The Museum Victoria magazine, *Museum*, continues to play an important role in improving community and stakeholder awareness of Museum Victoria and its activities.

### Public Relations

The Public Relations Department successfully planned and implemented communication strategies for Museum Victoria's three campuses. In addition, the department co-ordinates public affairs, issues management and government related activities.

#### Highlights included:

- An independent analysis and valuation of Museum Victoria's 2002-03 media coverage was undertaken. Media coverage obtained was valued in excess of \$17 million, 94.2% considered positive, 3.6% neutral and 2.2% negative media coverage. Independent analysis of media coverage obtained for *The Italians: Three Centuries of Italian Art* at Melbourne Museum valued media coverage at \$6.054 million (96.9% positive coverage, a further 2.7% neutral and 0.4% negative).
- Highlights from significant Museum Victoria media campaigns include: Royal Exhibition Building World Heritage Listing; school holiday programs; NORFANZ expedition; and announcement of a new pricing structure.

- Melbourne Museum highlights include: *The Italians; To Mars and Beyond; John Pilger; Out of Vaults; A Gap in Nature; Great Expectations; Top Design* and *Dinosaur Designs*.
- Scienceworks received extensive publicity through the launch of *House Secrets, Body Odyssey, Rare Trades, Sea Chest Secrets, Speed: Science in Motion* during 2002-03. Australian NASA astronaut Andy Thomas officially launched Space at Scienceworks.
- At the Immigration Museum, the launch of Stage 4 of the Tribute Garden, *Trammies*, and other Access Gallery launches generated extensive media coverage. The Hon. Gough Whitlam AC QC officially launched *Getting In* at Immigration Museum.
- The Public Relations department across the three museums successfully planned and implemented issues management communication strategies. Issues management centred on the announcement of the strategic re-alignment, the introduction of a new pricing structure at Museum Victoria, and the repatriation of Ancestral remains and sacred objects.
- Public Relation campaigns were initiated to promote Museum Victoria's national and international awards and achievements.
- Museum Victoria's Public Relations Department hosted more than 150 international journalists in addition to hundreds of Australian journalists.
- Live exhibits staff appeared on four 'Totally Wild' programs on Channel 10 featuring Forest Gallery frog breeding, Huntsman Spiders, Cunningham's Skinks and a termite collection field trip.
- National media coverage gained for Museum Victoria exhibitions including stories on ROVE Live!; numerous features on Network Ten's Totally Wild; ABC Radio; *The Australian*; Sky News; and various national magazines.

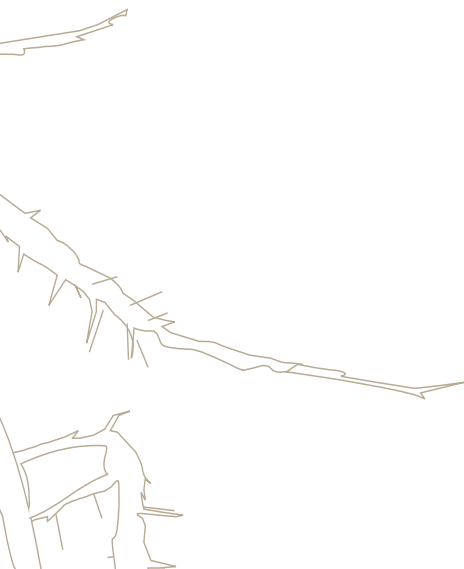
## Marketing

Museum Victoria undertakes strategic marketing activities to maximise visitation and resources across each venue.

## HIGHLIGHTS

### Tourism

- Museum Victoria venues won the following 2002 Victorian Tourism awards: *Aboriginal and Torres Strait Islanders* (Melbourne Museum) and *Significant Tourist Attraction* (Scienceworks and Melbourne Planetarium).
- Museum Victoria campuses were represented at the following trade events: the Australian Tourism Exchange; Tourism Victoria missions to China, Japan and New Zealand; Australian Incentives, Meetings and Events Expo; as well as Canberra and Regional roadshows.
- Major events hosted at Museum Victoria venues included: the 2003 ATE welcome and farewell function, Aboriginal Tourism Launch (Melbourne Museum), MCVB Planners Guide launch (Immigration Museum), JTC/ATEC event (Melbourne Planetarium at Scienceworks).
- The *Paraquad Breakout* event at Scienceworks won the MIAA (Meetings Industry Association of Australia) Event of the Year Award.
- International Tourism visitation figures were 21% at Melbourne Museum and 47% at Immigration Museum.
- The Immigration Museum website was upgraded to improve both content and navigation for visitors.



### Metropolitan Melbourne / Regional Victoria

- Museum Victoria continued to work constructively with its media partners in 2003, including the Seven Network, The Age, Prime Television and Italian Media Corporation with Melbourne Museum, and Network Ten with Scienceworks.
- Hayes Berry Tehan was selected as Museum Victoria's preferred advertising agency.
- Melbourne Museum undertook a major *Barriers and Drivers* research project to determine new audience segmentation and campaigns. As a result, Melbourne Museum launched a new positioning campaign *Come and See the Real Thing*.

### Exhibitions and Events

- Marketing for *The Italians* at Melbourne Museum attracted 13,000 visitors (30% increase on target) and media sponsorship to the value of \$1.2 million.
- The *designed to inspire* program was developed to position Melbourne Museum as a centre for excellence in design. Exhibitions marketed under this banner included *Great Expectations*, *Top Designs* and *Dinosaur Designs*.
- Immigration Museum developed marketing campaigns to help build awareness and profile special exhibitions.
- A 12-page feature on Immigration Museum appeared in *The Canberra Times*. The feature included information about the Museum as well as a range of interactive activities for families.
- Successful marketing campaigns were developed and delivered for each of the travelling exhibitions at Scienceworks. These included *Body Odyssey*, *Space*, *Rare Trades*, and *Speed: Science in Motion*.
- A new marketing campaign was launched for the Melbourne Planetarium evening shows. *Cruise the Constellations* ran 9 January – 24 April 2003.

### Market Research and Evaluation

Museum Victoria has actively supported its visitor-focussed philosophy by undertaking a wide range of audience research and evaluation studies conducted by the Market Research & Evaluation Team.

A total of thirty-one studies were performed across all campuses during the year. These were carried out to evaluate existing programs and exhibitions, as well as those in development at the campuses. Additionally, the research aimed to gain a better understanding of the audiences visiting Museum Victoria facilities.

#### Significant studies

- A barriers, incentives and motivation study to address declining visitation levels at Melbourne Museum.
- A positioning study to understand the competition offered by other cultural attractions in Melbourne.
- A series of pricing studies to better understand the impact of various entry fees on visitation.
- Several studies to track the impact of reduced entry on the visitor numbers and demographics at the three venues.
- Several collaborative research projects with universities in Melbourne and Sydney.

### Partnership Development

Museum Victoria is committed to developing long-term corporate and philanthropic partnerships, which greatly contribute towards the ongoing growth of Museum Victoria. Partners include corporate sponsors, philanthropic organisations and individuals, government funding bodies, media and suppliers. Launched in April 2002, the Museum Victoria Patrons Program is designed for individuals and corporate entities who want to belong to the Museum Victoria community and contribute towards its future. The Program consists of two subscription programs: Museum Victoria Patrons and Museum Victoria Corporate Patrons.

Museum Victoria has established a number of partnership opportunities, including sponsorship of galleries, exhibitions, collections and programs.

### Highlights included:

- *The Italians: Three Centuries of Italian Art*, launched in early July at a Gala Dinner attended by sponsors, patrons, other supporters of Museum Victoria and Government representatives
- Supporter events held throughout the year including a back-of-house tour hosted in conjunction with the Australian Business Arts Foundation, and an architectural tour of Melbourne Museum led by the three principals of Denton Corker Marshall
- Museum Victoria Festive Celebration in December recognising the contribution of Museum Victoria's supporters.

A full list of Museum Victoria's supporters, including Partners, Patrons and Ambassadors, appears on page 52 of this report.

### Membership

The Museum Victoria membership program saw the number of memberships reach 11,408 by the end of the year which represents over 40,000 people. Events offered throughout the year include morning art programs for children in Big Box, members-only IMAX screenings, exhibition previews, several special movie offers, discounts to the Musica Viva concert as well as visits to the Little Earth Sanctuary and Monash Science Centre.

Changes to the entry price structure resulted in the re-evaluation of the Museum Victoria membership program. In the next financial year, Membership will begin trialing a number of new initiatives.

#### Benefits of membership

- Unlimited free entry to Melbourne Museum, Scienceworks Museum – including the Planetarium, Immigration Museum, Royal Exhibition Building Tours and special/travelling exhibitions at all three museums
- Discounts at IMAX Melbourne, Museum Shops and the Museum Cafe
- Reciprocal free admission to a number of interstate museums.

## TECHNOLOGY, INFORMATION AND MULTIMEDIA

### Information Technology Services

The past twelve months have seen cost-effective practices employed across the Information Technology infrastructure. Improvements in technology and business processes have resulted in financial savings in the following areas:

- Server consolidation – centralised servers have been consolidated to minimise impact on customers while reducing lease and maintenance costs
- Wide Area Network (WAN) restructure – expensive redundancy and bandwidth is in the process of being replaced by an equally efficient, but lower cost, infrastructure
- Desktop computers – a significant percentage of old, ineffective Museum Victoria computers have been replaced by cheaper, more efficient models
- Voice services – fixed line and maintenance costs have been reduced.

Other achievements include:

- The continuing conversion of disparate collection databases into the corporate KE EMu collection management system
- Upgrades to a variety of key Museum Victoria business systems
- Connection to AARNet via the University of Melbourne for cheaper internet connection and to facilitate cooperative projects such as VROOM
- In September 2002, Forbes Hawkins travelled to the Carnegie Museum of Art in Pittsburgh, USA, to set up and install the Museum Victoria Collection Inventory System (MvCIS) developed for use with KE EMu.

### Website Development

A major project this year has been the hardware and software upgrade of Museum Victoria's website infrastructure to support increased server loads. The year was also highly productive in terms of new projects published and legacy materials enhanced. These processes were assisted by the full implementation of digital production techniques developed over the past 18 months.

A qualitative survey of Museum Victoria's website users was completed in association with the Museum's Market Research & Evaluation Unit, adding to the ongoing quantitative data reviews. The results of both indicate high user satisfaction and very high rates of use compared to similar Australian cultural information sites (independently confirmed in a study commissioned by the Victorian Government). Museum Victoria has since been invited to join a six month benchmark survey of all Victorian Government websites funded by DP&C. An extensive survey of Museum Victoria's current and past retail online procedures, together with current worldwide benchmarks, was completed and recommendations noted.

### Multimedia

The past year has seen the media and venue management system at Melbourne Museum and Scienceworks extended and enhanced to reinforce the system's enormous capacity and potential. The multimedia group has worked closely with other Museum Victoria departments and contractors to ensure the multimedia needs of all staff are understood and accommodated.

### Information and Records Management

Museum Victoria's records management program continued to be implemented in accordance with requirements of Public Records legislation. Nearly 17,000 records were registered on the TRIM Electronic Document Management System at the close of the financial year.

The Museum Victoria Archival Project continued with volunteers processing 2,620 archival records and registering them on the TRIM database, bringing the total to 4,241. In partnership with Public Record Office Victoria, work commenced on identifying and processing records of the former Exhibition Trustees.

In partnership with other collecting institutions and the Public Record Office Victoria, work continued to develop a functional thesaurus and general disposal schedule for records of collecting institutions.

### Research Library

The library continues to improve access to its collections through retrospective cataloguing projects and verification of existing electronic records. Over 20,000 records have now been checked and verified using the world's best electronic catalogue systems. This project has improved many thousands of the library's existing records.

Two retrospective cataloguing projects were completed in early 2003, adding almost 2,000 new records to the catalogue. These projects complete the retrospective curatorial libraries cataloguing program, which began in the early 1990s.

### Archives

Via the Museum's intranet service, staff and scholars have access to 4,393 electronic archival records containing correspondence and administrative records from the mid-nineteenth century to the early 1990s.