

## Profile of Museum Victoria

Museum Victoria is Australia's largest public museum organisation. As the State museum for Victoria, it is responsible for looking after the State's collections, conducting research, and as a multi-campus educational and cultural institution, providing cultural and science programs for the people of Victoria and visitors from interstate and overseas.

The Museum's origins date back to 1854 with the founding of the National Museum of Victoria and later, the establishment of the Industrial and Technological Museum of Victoria (later known as the Science Museum of Victoria) in 1870. By proclamation of the *Museums Act 1983*, these two institutions were amalgamated to form what is today known as Museum Victoria, governed by the Museums Board of Victoria.

Museum Victoria has a long history of research and collections and is custodian of Victoria's vast natural science, Indigenous, social history and science and technology collections. The size of these collections is in excess of 16 million individual items.

### CAMPUSES AND FACILITIES

Museum Victoria operates three vibrant campuses and is custodian for the heritage-listed Royal Exhibition Building (currently also nominated for World Heritage Listing), Old Customs House and Spotswood Pumping Station. Museum Victoria also operates a separate collections storage facility.



### Melbourne Museum

Opened 21 October 2000

Melbourne Museum stands adjacent to and incorporates the historic Royal Exhibition Building in Carlton Gardens, forming the largest museum complex in the southern hemisphere. Melbourne Museum draws on the latest technology and interpretation methods in showcasing Australian society, Indigenous cultures, the human mind and body, science and technology and the environment. Features include *Bunjilaka* the Aboriginal Centre, the Children's Museum, a living Forest Gallery, InfoZone and the IMAX theatre.



### Immigration Museum

Opened 12 November 1998

The Immigration Museum is situated in the Old Customs House, one of Melbourne's finest 19th century buildings. It is a contemporary social history museum that explores issues of immigration and cultural diversity. The Museum features engaging and interactive exhibition galleries, a Discovery Centre, Tribute Garden and a range of indoor and outdoor recreation and activity spaces.



### Scienceworks Museum

Opened 28 March 1992

Located in the grounds of and incorporating the historic Spotswood Pumping Station, the science and technology museum features modern interactive exhibition galleries, teamed with an outdoor arena and the Melbourne Planetarium.

### Moreland Annexe

Opened 30 October 1996

Museum Victoria's state-of-the-art off-site collection store was purchased and fitted out to Museum Victoria's specifications. Housing the largest of Museum Victoria's collection items, the facility complements collection stores at Melbourne Museum and Scienceworks.

### SERVICES

Museum Victoria provides a wide range of services and products, including:

#### Attractions

- Exhibitions and public activity programs
- Touring exhibitions
- Melbourne Planetarium
- Immersion Cinema Experience theatre (ICE)
- IMAX theatre, Melbourne

### Community

- Museum Victoria membership program
- Museum Victoria website: [www.museum.vic.gov.au](http://www.museum.vic.gov.au)
- Museum Victoria magazine
- Public lectures and forums
- Outreach visits to schools and other groups
- A roving curator to Indigenous communities
- Leadership, advice and support to Victoria's regional and specialist museums
- Public information services on environmental, Indigenous, historical and scientific matters
- Community Access Programs for culturally and linguistically diverse groups

### Research & Collections

- Research expertise in terrestrial and marine environments, earth science, science communication, Australian society and technology, and Indigenous cultures
- Custody and preservation of the State's 16 million-item heritage collection
- Object and specimen identification
- Tertiary student supervision
- Student industry placement training
- DNA-based research and identifications through the Molecular Biology Laboratory
- InfoZone: free study and research facilities
- Electronic and physical access to collections and associated information for research purposes
- Collection development and management advice to other institutions
- Loans of collection items to other institutions
- Advice on donating and conserving collections
- Separate collection stores and viewing areas for sensitive Indigenous cultural material
- Collection store and back-of-house tours

### Education

- Primary, secondary, tertiary, adult and pre-school education programs and resources
- Professional development programs for teachers
- Educational publications
- Extensive online educational resources for Victorian schools

### Commercial

- Car park facilities (Melbourne Museum)
- Commercial venue hire, catering and retail outlets
- Extensive photographic image library

### OUR VISION

Museum Victoria will contribute to our communities' understanding of the world, and ensure that our inheritance is augmented and passed to future generations. We will reach out to an increasingly diverse audience through our collections and knowledge using innovative programs that engage and fascinate.

### OUR VALUES

We will not compromise on the following values in the attainment of our Vision:

#### Stewardship

We value the collections as central to our objective of understanding our natural and cultural history. As custodians, we aim to provide a positive legacy for future generations.

#### Professional Integrity

We value credibility and accuracy in all our interactions, activities and programs. Through this we gain the respect and trust of others.

#### Innovation

We value ideas and promote open-minded enquiry. We are open to change and encourage bold and creative approaches in our programs and organisational processes.

#### Engagement in Life-long Learning

We value engagement with diverse audiences and communities in meaningful and relevant ways that contribute to life-long learning. Central to achieving this, we aim to challenge, excite and involve our visitors.

#### Social Responsibility

We value and are committed to fairness and equity in all we do. We actively encourage access and participation and embrace the principles of sustainability, social justice and reconciliation.

### STRATEGIC DIRECTIONS

Over the next five years Museum Victoria will focus on the following four Strategic Directions:

#### 1. Enhance Access, Visibility and Community Engagement

Museum Victoria will enhance access to its research, collections, museums, products and services. We will seek out and work with diverse audiences to develop museums that are relevant, dynamic and engaging. We will pursue innovative means by which we can reach communities that reside in regions beyond metropolitan Melbourne. We will increase both the use and awareness of our facilities.

#### 2. Create and Deliver Great Experiences

We will create, capture and develop innovative ideas from within Museum Victoria and across the community. Museum Victoria will identify and develop programs, exhibitions and services that excite and engage. We will structure our organisation to achieve our potential in the delivery of great experiences. We will contribute to life-long learning and develop a culture of continuous improvement in all that we do.

#### 3. Pursue the Active Development of Strategic Partnerships

Museum Victoria will identify, build and strengthen partnerships with both new and existing stakeholders. We will maintain and extend partnerships with research bodies, other museums and cultural institutions. We will broaden our funding base through the development of relationships with a variety of government, corporate and philanthropic entities.

#### 4. Develop and Maximise the Value of Victoria's Heritage Collections

Museum Victoria will increase understanding of and appreciation for the State's heritage collections. We will continue to develop and demonstrate the relevance of the collections through research, programs and strong links with communities. We will increase online access and seek financial support for the continued development of the collections. We will work with regional Victoria to enable local communities to manage their heritage.

### KEY OPERATIONAL IMPERATIVES

There are five Key Operational Imperatives that underpin our strategies:

- Economic responsibility through the management of our business within our budget.
- Clear divisions of accountability and responsibility for Board, management and staff.
- A staff structure that reflects strategic goals and a culture that enables cross-divisional decision making.
- Decision making that is based on sound research and accurate information.
- A culture of continuous improvement in all that we do.

### Outcomes

The results we anticipate through the implementation of the Strategic Directions and supporting plans are:

- Enhanced access to our museums, collections, knowledge and services.
- Support from diverse audiences.
- Increased involvement in developing society through individuals that are capable of making informed decisions.
- Continuity in the development of the collections and the knowledge that makes them meaningful.
- An increased network of individuals and industry partners who want to be involved with Museum Victoria.
- A motivated, dynamic, creative and skilled workforce.
- An appropriate structure and infrastructure to deliver our Vision.



## President's Message

On behalf of the Museums Board of Victoria, I am pleased to present the 2002/2003 Annual Report detailing Museum Victoria's achievements and operations over the last twelve months.

Museum Victoria has continued to perform beyond expectations over the last financial year. The lower pricing structure has enabled further opportunities for us to educate and entertain audiences from Victoria and beyond. The Museums Board of Victoria is delighted that the State's vast and priceless collection can be shared and explored by more visitors than ever before.

Museum Victoria has celebrated some extraordinary successes over the last year, with many advances being achieved in the vision, strategy, visitor programs and research throughout the campuses. Highlights have included the opening of the final stage of the Tribute Garden at the Immigration Museum, the spectacular success of *The Italians: Three Centuries of Italian Art* at Melbourne Museum and the *Speed* exhibition at Scienceworks. The achievement of *The Italians* was particularly outstanding, exceeding all projected target figures with over 130,000 visitors viewing the exhibition and participating in a variety of related activities.

This success also helped Museum Victoria further cement its position as one of the country's leading cultural institutions.

Corporate and philanthropic support continued to be an essential foundation for the organisation. Continued appreciation is extended to our corporate and philanthropic supporters who, through their generous support, continue to allow us to create and present the superb array of galleries and exhibits on display, as well as our important research and conservation work. The Museum Victoria Patrons and Museum Victoria Corporate Patrons programs continued to be well supported and I thank all those involved.

Museum Victoria's membership program had another successful year with the number of memberships reaching over 11,400 by the end of the year, representing over 40,000 people. Museum Victoria continues to host the largest museum membership program in Australia and I would like to thank the important supporters who continue to support and encourage the growth and development of Museum Victoria.

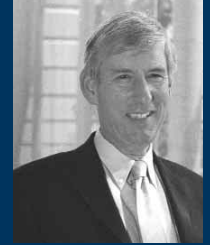
In August 2002, I was delighted to welcome Dr J Patrick Greene as Chief Executive Officer. A prominent figure within the international museum community, Dr Greene has instilled new energy and vigour into the organisation to ensure Museum Victoria is renowned as a world-leading museum. I would like to acknowledge the work and dedication of Patrick in his first year as CEO and look forward to the exciting years ahead.

I would like to recognise the significant contributions made by those who have assisted Museum Victoria in a variety of ways. Retiring board member and Treasurer, Ms Tina McMeckan, has donated substantial time and effort into developing our outstanding facilities and I express my sincere thanks to her.

I would especially like to thank the Minister for the Arts, Mary Delahunty MP, for her continued support, our excellent Ambassadors and most importantly the staff and Executive Management Team who continue to inspire, create and maintain our world class museums.

**Harold Mitchell**

**President,  
Museums Board of Victoria**



## Chief Executive Officer's Message

Since taking up my post as CEO of Museum Victoria I have been greatly impressed by the enthusiasm, energy and depth of skills held by staff members, Museums Board of Victoria members and volunteers. Together they enable Museum Victoria to stage a superb array of programs, research and exhibitions.

Over the past year Museum Victoria has met many challenges and successfully achieved exceptional standards of museum practice through our presentation of exhibitions, stimulating educational and visitor programs and our distinguished collections and research activities.

During the year Museum Victoria involved staff and Board members as well as external stakeholders to develop a new Strategic Plan that would lead to a more effective organisation. Its title, *Exploring Victoria: Discovering the World* provides the context for us to develop new and improved ways of engaging Victorians and visitors to our state in programs, exhibitions and our vast and priceless collection.

In the 2002/03 financial year over 1.2 million people visited Melbourne Museum, the Immigration Museum and Scienceworks (including the Melbourne Planetarium). The final stages of the financial year witnessed a dramatic increase in attendance as a result of the reduction in admission prices, increasing the accessibility of our museums for Victorians, interstate and international visitors.

The success of our major exhibitions attracted new and diverse audiences across the three vibrant museums. Exhibitions included *The Italians: Three Centuries of Italian Art* and *To Mars and Beyond*, both presented in the Touring Hall at Melbourne Museum. Scienceworks presented *Body Odyssey* and *Speed: Science in Motion*. The final stage of the Tribute Garden at the Immigration Museum was unveiled and *Getting In*, a new permanent exhibition detailing past and present immigration policies, won several awards for its innovative approach.

Museum Victoria websites recorded 2.05 million individual user sessions, exceeding targets by 17%. The expanded site allows Museum Victoria to reach global audiences. The Museum in a Van Outreach Program visited nearly 30,000 people in schools, kindergartens, aged care facilities, libraries and other community groups in regional, metropolitan and remote areas of Victoria.

230,000 visitors attended an education program at Museum Victoria, including 23% of the school population of Victoria. Special thanks are due for the continued essential support provided by the Department of Education and Training and the Catholic Education Office.

Research continues to be a vital part of the Museum's role. An active collecting program involving international expeditions, the publication of 68 papers, reports and books, 137 lectures and talks were given by members of Museum Victoria's research team.

Museum Victoria is committed to reconciliation and repatriation including the rights of Indigenous Australians to care for the remains of their ancestors. Bunjilaka the aboriginal centre, at Melbourne Museum is highly significant in educating and enlightening both local and international visitors about Indigenous culture and reconciliation.

Volunteers continue to be integral to the success of the organisation. Over 440 volunteers have contributed in excess of 53,500 hours over the past year and their efforts have ensured Museum Victoria's volunteer program continues to set the benchmark for the industry.

In 2002-03 Museum Victoria faced considerable challenges. I would like to acknowledge the enormous commitment, energy and dedication of the Museum Victoria Staff, led by the Executive Management Team and the Museums Board of Victoria in overcoming a range of problems confronting the Museum. Essential to the achievements of our highly successful programs, exhibits and research is the dedication and skills of our staff and I would like to take this opportunity to thank them for their efforts.

The prospects for the future are bright as Museum Victoria celebrates its 150th birthday in 2004. I look forward to your involvement in our continued growth and success with you.

**Dr J. Patrick Greene**

**Chief Executive Officer**

## Year of Highlights

### JULY 2002

Mr Peter Hiscock AM and Ms Tina McMeckan were re-appointed to the Museums Board of Victoria.

Two new Board members, Dr Gael Jennings and Professor Daine Alcorn, were appointed to the Museums Board of Victoria.

*The Italians: Three Centuries of Italian Art* exhibition was officially opened at Melbourne Museum by The Hon. Gough Whitlam AC QC and The Hon. John Brumby MP.

Museum Victoria assumed day-to-day management of the Royal Exhibition Building.

The exhibition *Sensational Screens* was opened by the Minister for Education and Training, The Hon. Lynne Kosky MP, in the InfoZone foyer at Melbourne Museum.

### AUGUST 2002

Dr J Patrick Greene OBE BSc PhD FSA FMA, commenced his appointment at Museum Victoria as Chief Executive Officer.

A Memorandum of Understanding between the Ministry of Culture of the Hellenic Republic and the Museums Board of Victoria was signed enabling future collaborations between Victoria and Greece.

The Deputy Premier and Minister for Health, The Hon. John Thwaites MP launched the travelling exhibition *Body Odyssey* at Scienceworks.

Mr John So, Lord Mayor of Melbourne opened *A Story of A Hoa: Indo-Chinese in Victoria* at Immigration Museum.

The Planetarium show *Guiding Lights: Navigating by the Stars* was launched.

### SEPTEMBER 2002

Museum Victoria was awarded the Waste Wise Certificate by EcoRecycle at the *2002 Rubbish Free Lunch* and *Litter Free Grounds Challenge* at Melbourne Museum.

The exhibition *We Are Australian* was opened by the Governor of Victoria, John Landy AC MBE, at the Immigration Museum.

The *Melbourne 2030* exhibition was launched in the Australia Gallery at Melbourne Museum by the Premier of Victoria, The Hon. Steve Bracks MP, and the Minister for Planning, Mary Delahunty MP.

The achievements of adult and community education in Victoria were celebrated at the launch of *Adult Learners' Week 2002* on 2 September at Melbourne Museum.

### OCTOBER 2002

Stage Four of the Tribute Garden at the Immigration Museum was opened by the Minister for Tourism, Gaming, Employment and Minister assisting the Premier in Multicultural Affairs, The Hon. John Pandazopoulos MP.

The Victorian Design Showcase is a \$1.2 million program developed by Museum Victoria. It will form an important component of the Victorian Government's \$9.2 million *Developing Victoria's Design Capability* initiative announced by the Education and Training Minister, The Hon. Lynne Kosky MP on 30 October 2002.

Museum Victoria launched its dynamic new website: [www.museum.vic.gov.au](http://www.museum.vic.gov.au)

### NOVEMBER 2002

A travelling exhibition entitled *Space* was launched by NASA astronaut, Dr Andy Thomas AO, at Scienceworks.

Sir James Gobbo AC opened the exhibition *A Community of Communities* at the Immigration Museum.

Welcome to Country, an exhibition of large-scale artworks in wool by a group of Victorian Aboriginal artists from the Yarra and Murray River areas, Echuca and Warrnambool opened in Bunjilaka.

The Museum Victoria exhibition *Spirit Country*, contemporary Australian Aboriginal art from the Gantner Myer Collection, opened in Shanghai as part of the Shanghai International Festival of the Arts and *Celebrate Australia 2002* festivities.

### DECEMBER 2002

The exhibition *To Mars and Beyond: Search for the Origins of Life* opened at Melbourne Museum.

### JANUARY 2003

*Global Sounds at Sunset* concert series commenced at Melbourne Museum.



**FEBRUARY 2003**

Museum Victoria completed the development of the 2003-2007 Strategic Plan.

Federal Science Minister, The Hon. Peter McGauran MP, and National Museum of Australia Director, Dawn Casey officiated the opening of the exhibition *Rare Trades* at Scienceworks.

Minister for Transport, The Hon. Peter Batchelor MP, officially opened the exhibition *Trammies: the stories from Melbourne's trams* at the Immigration Museum.

*Sunrace 2003*, an event for solar-powered vehicles, arrived at Melbourne Museum and was flagged in by Federal Minister for Environment and Heritage, The Hon. Dr David Kemp MP. Deputy Premier and Minister for Environment, The Hon. John Thwaites MP, flagged the race off from the Plaza on 20 February.

The new Planetarium show *Cosmic Couriers* was launched.

The Hon. Gough Whitlam AC QC launched *Getting In* – a new permanent gallery that explores past and present immigration policies at Immigration Museum.

**MARCH 2003**

Minister for Education and Training, The Hon. Lynne Kosky MP, and British Consul-General Mr Tony Sprake opened the exhibition *Great Expectations* at Melbourne Museum.

The exhibition *Top Designs*, featuring work by VCE design students, opened as the first exhibitions in Museum Victoria's *designed to inspire* initiative, an ongoing program of exhibitions, forums and events to celebrate Victorian, Australian and international design.

The Annual Science Showcase was held at Scienceworks.

The World Heritage Committee in Paris accepted Australia's nomination to have the Royal Exhibition Building and Carlton Gardens assessed for World Heritage Listing.

**APRIL 2003**

Museum Victoria exhibition Megawatt left Australia to commence and 18-month tour of six venues in New Zealand.

**MAY 2003**

The Hon. Steve Bracks MP, Premier of Victoria and Mary Delahunty MP, Minister for the Arts unveiled the new arts policy *Creative Capacity +* which included Museum Victoria's new pricing structure at Melbourne Museum.

Since 14 May 2003, the three Museum Victoria museums have opened their doors free to children and concession card holders and reduced the entry fee for adults to \$6. This ongoing fee structure was made possible by an increase in government support.

National Archaeology Week was held at Melbourne Museum.

*Dinosaur Designs* exhibition opened at Melbourne Museum.

Scienceworks launched the exhibition *Speed: Science in Motion*.

**JUNE 2003**

*The Waterhole* exhibition was launched at Melbourne Museum.



## Awards

### AMERICAN ASSOCIATION OF MUSEUMS 2003 MUSE AWARDS

EDUCATION/INTERPRETIVE SCIENCE SECTION: Gold Award to Melbourne Museum for *Raincheck 3000* interactive

### AMERICAN ASSOCIATION OF MUSEUMS 2003 MUSE AWARDS

EDUCATION/INTERPRETIVE HISTORY AND CULTURE SECTION: Silver Award to Immigration Museum for *Getting In*, an interactive theatre experience

### MUSEUMS AUSTRALIA (VICTORIA) 2003 MUSEUM INDUSTRY RECOGNITION AWARDS (MIRA)

MOST OUTSTANDING PROFESSIONAL PROJECT IN THE VICTORIAN MUSEUM SECTOR: Awarded to Immigration Museum for *Getting In*

### 2002 HERITAGE VICTORIA AWARDS

SERVICE DELIVERY TO THE MULTICULTURAL COMMUNITY: Excellence in Multicultural Affairs awarded to Immigration Museum

### 2002 ANNUAL VICHEALTH AWARDS

HEALTH PROMOTION THROUGH COMMUNITY PARTICIPATION: Awarded to Immigration Museum

### 2002 VICTORIAN ARTS PORTFOLIO LEADERSHIP AWARDS

LEADERSHIP IN COMMUNITY: Award to Immigration Museum for *Connecting Communities*, a Community Cultural program

### 2002 VICTORIAN ARTS PORTFOLIO LEADERSHIP AWARDS

CERTIFICATE OF APPRECIATION: Awarded to Scienceworks Working with Schools team

### 2002 VICTORIAN TOURISM AWARDS

ABORIGINAL & TORRES STRAIT ISLANDER TOURISM CATEGORY: Awarded to Melbourne Museum for Bunjilaka

### 2002 VICTORIAN TOURISM AWARDS

SIGNIFICANT TOURIST ATTRACTION CATEGORY: Awarded to Scienceworks

### 2002 VICTORIAN TOURISM AWARDS

HERITAGE AND CULTURAL TOURISM CATEGORY: Certificate of Merit awarded to Immigration Museum

### 2002 VICTORIAN TOURISM AWARDS

TOURISM RETAILING CATEGORY: Certificate of Merit awarded to Melbourne Museum shop

### 2002 VICTORIAN TOURISM AWARDS

MAJOR TOURISM ATTRACTIONS CATEGORY: Certificate of Merit awarded to Melbourne Museum

### AUSTRALIAN INSTITUTE FOR LANDSCAPE ARCHITECTS NATIONAL AWARDS

BUILDING SETTINGS CATEGORY: National Merit Award to Forest Gallery designers, Taylor Cullity Lethlean

### DIVERSITY@WORK AUSTRALIA

EMPLOYER OF INDIGENOUS AUSTRALIANS: 2003 Victorian Excellence & Leadership in Diversity awarded to Museum Victoria

## The Year in Brief

### Key Outputs

|                                       | 2002-03 | 2001-02 |
|---------------------------------------|---------|---------|
| Exhibitions presented                 | 70      | 46      |
| Publications by staff                 | 68      | 87      |
| Presentations and lectures by staff   | 137     | 115     |
| Research projects (externally funded) | 27      | 16      |

### Attendances

|  | 2002-03   | 2001-02   |
|--|-----------|-----------|
| Melbourne Museum*                      | 615,323   | 650,793   |
| Scienceworks and Melbourne Planetarium | 360,653   | 349,650   |
| Immigration Museum                     | 86,949    | 82,066    |
| Non-ticketed entry**                   | 170,830   | 245,666   |
| Outreach Services                      | 29,132    | 21,318    |
| Website                                | 2,058,271 | 1,597,256 |
| Total                                  | 3,321,158 | 2,946,749 |

#### Notes:

Over the financial year, visitation slightly increased at both Scienceworks and Immigration Museum, while Melbourne Museum experienced a decline in visitor numbers. A dramatic increase in visitor numbers across Museum Victoria was experienced at the end of financial year following the change to the pricing structure.

\* Of the visitors to Melbourne Museum 180,312 attended special exhibitions in the touring hall, including 129,298 to the exhibition *The Italians: Three Centuries of Italian Art*.

\*\*Non-ticketed entries are those that visited the areas within the museum facilities that do not require a ticket. These areas include InfoZone, the Melbourne Museum Shop, the Museum Café at Melbourne Museum, the Immigration Museum Discovery Centre, the Tribute Garden and the Ground Floor Foyer at the Immigration Museum.

### Memberships

Member visitation to all three campuses combined, represented over 10% of all admissions. Both Scienceworks and Immigration Museum performed extremely well, increasing from last year's visitation rate by 2%. Member admissions represented 18% of total admissions to Scienceworks. Due to the introduction of new admission fees, Museum Victoria membership numbers dropped slightly at the end of the financial year. At the end of June 2003 the number of memberships stood at 11,408, representing approximately 40,000 people.

|             | 2002-03 | 2001-02 |
|-------------|---------|---------|
| Memberships | 11,408  | 12,239  |

### Staff

| Employment Status | 2002-03 |        | 2001-02 |       | Variation |
|-------------------|---------|--------|---------|-------|-----------|
|                   | Male    | Female | Total   | Total |           |
| Ongoing           | 149     | 205    | 354     | 365   | -11       |
| Fixed             | 27      | 48     | 75      | 74    | +1        |
| Casual            | 63      | 44     | 107     | 98    | +9        |
| Total             | 239     | 297    | 536     | 537   | -1        |
| FTE               | 191     | 233    | 424     | 429   | -5        |

## Performance Overview

The following overview illustrates Museum Victoria's achievements over the 2002/2003 financial year. These activities are described in relation to the four Strategic Directions outlines in the organisation's *Strategic Plan 2003-2007 Exploring Victoria: Discovering the World*.

### 1. ENHANCE ACCESS, VISIBILITY AND COMMUNITY ENGAGEMENT

#### Strategy

Establish equity of access at all Museum Victoria locations

#### Actions and Results

- On 14 May 2003, the Premier of Victoria, The Hon. Steve Bracks MP and the Minister for the Arts, Mary Delahunty MP announced that Museum Victoria had abolished its admission fees for all children and concession card holders and reduced the entry fee for adults to \$6. This action overcame the economic constraints that had previously denied many Victorians access to Museum Victoria facilities.
- Visitation over the past year increased by 3% at Scienceworks and 6% at Immigration Museum. Visitation to Melbourne Museum decreased by 5%. The reduction in entry fee price and the associated impact on visitation numbers did not occur until the final weeks of the financial year.
- Major redevelopment of Museum Victoria's primary websites was undertaken throughout the year and overall website visitation exceeded two million users for the first time. Over seven new web projects have been completed in the past six months including: Marvellous Melbourne, designed to inspire, Coins & Medals, Windows on Victoria, Scientists and Discovery, Mammals of Victoria and Prehistoric Life.

#### Strategy

Broaden the mix of our visitors

#### Actions and Results

- Since the change to admission prices across the three museums, Museum Victoria has attracted many new first-time visitors. Demographic changes identified amongst the visitor profile now include an increased number of families, those not engaged in full-time employment, individuals without a tertiary qualification and visitors originating from metropolitan Melbourne.
- Building on the previous year's success, Museum Victoria's *Outreach Program* welcomed 21,314 participants – an increase in audience reach by 37%. Some 45% of these participants were based in regional Victoria.
- The Museum Victoria website features an introduction in 12 languages other than English and provides multilingual visitor guides that can be downloaded from the site.
- During the past year, a number of events and activities were hosted specifically for Victoria's multicultural community. These included the Adult Learners Week, Seniors Festival and a series of culturally specific concerts featured in the *Global Sounds* series. A program of activities and events directly linked with *The Italians* exhibition was developed in collaboration with the Italian community. Melbourne Museum also worked in collaboration with the Greek Antipodes Festival and VicDeaf in scheduling events.

#### Strategy

Increase awareness and community ownership

#### Actions and Results

- Market research studies revealed that 98% of respondents were aware of Melbourne Museum, 93% were aware of Scienceworks and 48% were aware of the Immigration Museum.
- 8,021 individuals either renewed or undertook membership with Museum Victoria.
- Tribute Garden Stage Four was launched in October 2002 with over 1,152 registrants and their families participating in the celebrations.
- The Public Relations Department successfully planned and implemented communication strategies for Museum Victoria's three museums which aimed to raise the profile and awareness of each campus. This included successful media launches for over 20 exhibitions and events.
- Independent analysis and valuation of Museum Victoria's 2002-03 media coverage is currently being undertaken. Estimates currently consider media coverage obtained to be valued in excess of \$18 million in paid advertising terms.
- The PR department also successfully implemented issue management strategies for the announcement of the strategic re-alignment; the introduction of a new pricing structure at Museum Victoria; and the repatriation of human remains and sacred objects.
- More than 150 visiting international journalists, in addition to hundreds of Australian journalists, were hosted by the PR departments across the three museums.

## 2. CREATE AND DELIVER GREAT EXPERIENCES

### Strategy

Enhance the capability to identify, develop and deliver great experiences

### Actions and Results

- *Getting In*, a new exhibition about past and present Australian immigration policies, was officially opened at Immigration Museum on 25 February 2003.
- The *House Secrets* exhibition at Scienceworks was opened to the public on 26 June 2003 and officially launched on 16 July. *House Secrets* encourages visitors to explore the science behind many of the familiar elements of their home.
- *Our Place: Indigenous Australia Now*, an exhibition about Indigenous culture, is being jointly developed with the Powerhouse Museum for the 2004 Olympics in Athens.
- *Spirit Country*, contemporary Australian Aboriginal art from the Gantner/Myer Collection, was exhibited at the Shanghai Library as part of the Shanghai International Festival of the Arts. The exhibition attracted audiences in excess of 40,000 visitors.

### Strategy

Build the capacity to continuously improve what we do

### Actions and Results

- Approximately 100 Museum Victoria staff undertook a detailed review of 18 key operational areas. The reviews resulted in 236 recommendations for improvements.
- Following extensive consultation, the Executive Management Team implemented a new organisation structure to support achievement of the Strategic Directions. 26 departments will work collaboratively across four divisions.
- Results from the VMIA RIMPAT (Risk Management and Performance Assessment Tool) Client Survey 2002 placed Museum Victoria in the top percentile of State Government agencies.
- Museum Victoria commenced a detailed analysis of all its major buildings, plant and equipment to produce a long-term development, maintenance and replacement plan.
- The Scienceworks' roof replacement was completed as part of the site's Risk Management program, ensuring protection of the exhibitions, infrastructure, collections and people within the building.
- Implementation of Museum Victoria's records management system, TRIM, continued throughout the year, with over 18,000 files now registered.



## Strategy

### Engage the community in developing and implementing great experiences

#### Actions and Results

- A new Strategic Plan for Museum Victoria was developed with unprecedented community input. Contributions were sought from Arts Victoria, education specialists, volunteers, Board members, Victorian tourism bodies, other Victorian cultural and science organisations, and other State, regional and specialist museums. The resulting plan articulates a united Vision for Museum Victoria and details the Four Strategic Directions proposed to achieve this Vision.
- The Immigration Museum worked in partnership with many Victorian communities to develop a dynamic program of exhibitions and festivals about the State's diverse cultural heritage. Access Gallery exhibitions included: *The Story of A-Hoa* presented by the Indo-Chinese Community; *A Community of Communities* presented by Latin American and Spanish speaking communities; *Trammies: the stories from Melbourne's trams*; and *Journey through Diversity: Armenians in Melbourne*. The Immigration Museum received a number of awards from Government and community agencies for its work promoting cultural diversity and encouraging community access and participation in 2002-03.
- The activities in Bunjilaka during the year included Indigenous dance groups, string making, face painting and other traditional and contemporary-focussed programs for children and the general public.
- Special days and weeks were celebrated at each of the museums including: Seniors Week, World Environment Day, International Museums Day, International Day for People with Disabilities, Melbourne Cup Festival and Adult Learners Week.
- The *Out of the Vaults* program encouraged the public to connect with Museum Victoria's collections through an online poll that asked participants to vote for their favourite objects. The winning objects were brought *Out of the Vaults*, and presented by curators to the public over the course of a weekend in May. The website attracted 71,640 votes, and 7,350 people attended the *Out of the Vaults* weekend.
- The total education visitation achieved by Museum Victoria during 2002-03 was 230,994, which exceeded the target by 9%. Visitors included pre-school, school and tertiary students. Museum Victoria hosted approximately 191,096 school student visits, representing 23% of Victorian school students.
- A public forum on the subject of population was held at Melbourne Museum in conjunction with the Australian Broadcasting Corporation. Broadcast via ABC radio, the event enabled interactive participation using the touch screen technology installed in The Age Theatre.
- A total of 300 individuals contributed to 31,750 volunteer hours over the year. The majority of these hours involved providing support for education and visitor programs at Melbourne Museum, and approximately 30% of total hours were committed to back-of-house support.
- Scienceworks hosted three Explorer Club Days, each linked to either the *Model Solar Vehicle Challenge* or the *Machines in Action* days.

## Strategy

### Capitalise on the impact of great experiences and expand funding sources to permit renewal

#### Actions and Results

- The Melbourne Museum Shop collaborated with a number of other Australian museums to be featured in The National Museums Shops Catalogue.
- Museum Victoria received an additional \$8.6 million in the May State Budget. A further \$2.6 million was allocated to Melbourne Museum specifically for exhibition development, with Scienceworks receiving \$2.7 million for the same purpose over a two-year period. The recurrent funding enabled the abolition of entry fees for children and concession card holders, and the reduction of fees for adults. This Government support is expected to ensure stability of Museum Victoria's annual budgets.
- A partnership between Scienceworks, Telstra, Victoria University, AGL/Agility, TXU, SPI Powernet, Olex Cables and the Department of Innovation, Industry and Regional Development will enable the building of an education and public presentation theatre for researching and demonstrating High Voltage Electricity at Scienceworks. The facility is due to open in 2004.



### 3. PURSUE THE ACTIVE DEVELOPMENT OF STRATEGIC PARTNERSHIPS

#### Strategy

Build partnerships in order to achieve economic sustainability

#### Actions and Results

- A private organisation, the Onbass Foundation, donated \$30,000 to Museum Victoria to assist students from disadvantaged schools to visit Melbourne Museum. The funds are being used to subsidise transport and program fees for grade three and four students from both Catholic and State schools, and have resulted in a substantial increase in student participation.
- The STAR 6 Program at Scienceworks continues to support subsidies for increasing numbers of year 6 students to travel to and participate in Planetarium shows, courtesy of the Community Support Fund of the Victorian Government.
- In partnership with Museum Victoria, the Victorian Government developed the Victorian Design Showcase, which seeks to highlight how design can create innovative industries and increase community well-being.
- In collaboration with the Department of Infrastructure, Museum Victoria developed an exhibition to highlight key elements of Melbourne 2030 – planning for sustainable growth which is the State Government's 30 year plan to manage growth and change across metropolitan Melbourne and the surrounding region.
- *The Toys: Fun is just the beginning* exhibition is being jointly developed with Scitech Discovery Centre in Western Australia.
- A Memorandum of Understanding between the Ministry of Culture of the Hellenic Republic and the Museums Board of Victoria was signed and will enable future collaborations between Victoria and Greece. Other Memoranda of Understanding signed during 2002-03 include: Online Zoological Collections of Australian Museums (OZCAM) and the Social History Unit of the Pitjantjatjara Council Incorporated.
- Immigration Museum continued to build and develop strategic alliances with the Victorian Multicultural Commission; Special Broadcasting Service (SBS); the Australian Multicultural Foundation; the Department of Immigration, Multicultural and Indigenous Affairs; and several Victorian ethnic community organisations.
- Immigration Museum received another VicHealth Major Arts Partnership Grant for a further two-year period from 2003-04. This grant will enable Immigration Museum to continue delivering Access Gallery exhibitions and community cultural festivals.
- Museum Victoria researchers received project funding from the Australian Research Council; the Australian Biological Resources Study; the Department of Communication, Information Technology and the Arts; the Australia Council for the Arts; the Australian Heritage Commission; The Ian Potter Foundation; the University of Melbourne; Arts Victoria and Visions of Australia.
- Mobil Altona and Yarraville Science Bonanza was implemented, providing support to enable schools to visit Scienceworks.



### Strategy

#### Build our reputation as a valued partner in research and scholarship

##### Actions and Results

- Museum Victoria supervised 28 postgraduate students.
- The DNA Research and Education Centre project commenced in 2003 with funding from The Ian Potter Foundation. The centre includes a state-of-the-art DNA sequencing facility and an ancient DNA laboratory. A mobile DNA lab is also being developed for public program use.
- Museum researchers were involved in three successful applications to the Australian Research Council. Funding was awarded to projects that will examine the effects of evolutionary history on rarity and extinction risk in Australian vertebrates; evaluate contemporary museum practices and the cultural and civic roles of museums; and investigate anthropological and Aboriginal perspectives on the Donald Thomson Collection.
- Museum Victoria was awarded funding from the Smart Water Fund to develop an interactive display that will highlight the significance of water in the homes and lifestyles of Melbourne's residents.
- The Storm Water Action Program provided funding for the development of interactive educational displays and materials at Scienceworks.
- The Science and Humanities Fellowship project, *Innovating with Water*, commenced investigation into the social, cultural, technological and ecological aspects of water use in Victoria.
- Five Museum Victoria researchers participated in the NORFANZ cruise – a joint Australia/New Zealand research expedition to explore deep sea habitats and biodiversity around Lord Howe and Norfolk Islands.
- Museum Victoria staff produced a total of 68 publications, including refereed and non-refereed journals, reports, book chapters and theses. Volume 60 (1) of the *Memoirs of Museum Victoria* was also published.

### Strategy

#### Strengthen partnerships with Indigenous Communities

##### Actions and Results

- Museum Victoria has repatriated Aboriginal Ancestral Remains and Grave Goods to Indigenous communities in Victoria and South Australia. Repatriation of Ancestral Remains and secret sacred objects to communities in Western Australia and Central Australia is also underway.
- During the year Bunjilaka continued to be a base for Indigenous community activities, including Elders meetings and community forums on cultural heritage issues. The Aboriginal community extensively utilised resources available in Bunjilaka throughout the year.

### Strategy

#### Build our reputation as 'Employer of Choice'

##### Actions and Results

- Museum Victoria's Third Enterprise Partnership Agreement achieved certification by the Australian Industrial Relations Commission.
- Museum Victoria was the winner in its category for the Indigenous Employment Strategy, awarded by Diversity Victoria at the 2003 annual awards.

#### 4. DEVELOP AND MAXIMISE THE VALUE OF VICTORIA'S HERITAGE COLLECTIONS

##### Strategy

Strengthen current appreciation of the collections and their significance

##### Actions and Results

- Ten databases were transferred into the EMu (Electronic Museum) collection management database. This represents the first stage in the realisation of EMu as a single data management system for all Museum Victoria collections.
- Work has commenced location and inventory control of the Australian Society and Technology collections. The Museum's Collection Inventory System uses electronic data capture, barcode identification and radio frequency technology to store location information and enable access to collection data through portable hand held computers.

##### Strategy

Strengthen the relevance and value of the collections to the community

##### Actions and Results

- Museum Victoria has developed a partnership with Women on Farms Gathering – a network of Victorian rural women which celebrates and assists the role of women in farming communities. Museum Victoria will work with the Gathering's Heritage Committee to document the group's role in rural Victoria.
- Nine *History & the Meaning of Things* seminars were held, bringing together a diverse audience from museums, universities, cultural institutions and public historians.
- Museum Victoria continued its public loan program for the 2001 Federation Handbells. The Federation Handbells have been used at more than 40 performances across Victoria since the loan program began in 2002.
- Restoration works to the historic Sewerage Pumping Station continue with the roof works complete and the 'Tin Shed' program underway.

##### Strategy

Increase community support for ongoing acquisition

##### Actions and Results

- The Australian Society and Technology Department acquired 11,093 items during the year including the Cliff and Bunting steam traction engine.
- The Indigenous Cultures Department acquisitions included a donation of children's drawings and photographs from Lake Tyers and pieces from Samoa, Papua New Guinea, New Zealand, Solomon Islands, Fiji and Alaska.
- Science acquisitions included an important collection of minerals and fossils valued at over \$200,000 and the Glynn Maynard collection of Australian bees. Other significant acquisitions included fishes from Hawaii, birds from South Africa and the Northern Territory, 1,200 bird DNA samples from Queensland, a rare False Cat-Shark from the south-west Indian Ocean and freshwater fishes from southern Australia.

##### Strategy

Partner with regional communities to enable access to cultural assets and experiences

##### Actions and Results

- A review of Museum Victoria's leadership role amongst Victoria's regional and specialist museums was undertaken.
- Museum Victoria sought input into its Strategic Plan from representatives of regional and specialist museums.
- Museum Victoria continued the touring schedule for the exhibition *Thookay Ngaweeyan, Young Voices of Victoria: Aboriginal Children's Art from the Collections of Museum Victoria* to regional galleries throughout Victoria.
- The *Sounds Physical and Sounds Electric* outreach programs travelled to regional and remote Victoria as part of the Scienceworks' 10th Birthday celebrations.

## Future Priorities

### STRATEGIC DIRECTIONS

Over the next five years Museum Victoria will focus on the following four Strategic Directions:

#### 1. Enhance Access, Visibility and Community Engagement

- Seek funding to improve physical access for all visitors to Scienceworks.
- Further develop the Regional Outreach Program.
- Expand web-based information and learning resources to increase access to enhanced collection information.
- Complete the installation of a Virtual Reality Display System (known as Virtual Room or VROOM) at Melbourne Museum.
- Redevelop Old Customs House.

#### 2. Create and Deliver Great Experiences

- Develop a comprehensive program of events and projects to celebrate Museum Victoria's 150th anniversary.
- Develop and install a new permanent exhibition *Bugs Alive!* at Melbourne Museum.
- Develop a series of exhibitions and programs to mark the 2006 Commonwealth Games.
- Initiate an ongoing project to improve collection displays, orientation and interpretation for the benefit of visitors at all sites.

#### 3. Pursue the Development of Strategic Partnerships

- Play a leading role in partnership with the State Government of Victoria to develop and deliver the *Victorian Design Showcase* – a program of national and international design exhibitions, workshops, conferences, lectures and festival events.
- Continue to participate in the Station Pier and Australian Ports Project.

#### 4. Develop and maximise the Value of Victoria's heritage collections

- Pursue World Heritage listing for the Royal Exhibition Building and Carlton Gardens.
- Restore the Western Forecourt of the Royal Exhibition Building to its former state through a publicly accessible archaeological excavation of the site.
- Continue the transfer of 44 databases to a single collection information system.
- Continue to repatriate ancestral remains currently held by Museum Victoria.
- Map Victoria's Biodiversity research initiative.

