



# Strategic Plan

---

2025–2030

# Acknowledgement

Museums Victoria acknowledges the Woi Wurrung (Wurundjeri) and Boon Wurrung peoples of the eastern Kulin Nations where we work, and First Peoples language groups and communities across Victoria and Australia. Our organisation, in partnership with the First Peoples of Victoria, is working to place First Peoples' living cultures and histories at the core of our practice.

**Cover Artwork:**  
Feathers of Nicobar Pigeon (*Caloenas nicobarica*) specimen  
Source: Museums Victoria | Photographer: Ben Healley

**AI use statement:**  
AI tools have been used to check spelling and grammar, and to refine language for clarity only.

**Version:**  
May 2026

# Contents

Message from the Chief Executive Officer and Director	3
Vision and Mission	4
Values	7
Where we stand today	8
Delivering the future	11
Our path forward	12
Our exhibitions and experiences	15
Our research and collections	16
Our people	19
Our places	20
Our future sustainability	23



Melbourne Museum



Scienceworks



Royal Exhibition Building



Bunjilaka Aboriginal Cultural Centre



Immigration Museum

# Message from the Chief Executive Officer and Director

In an era of rapid change and groundbreaking innovation, including the rise of Artificial Intelligence (AI), understanding our connections and impact on the world has never been more critical.

Global connectivity is transforming how we share knowledge, form communities, and work toward shared goals. Yet alongside extraordinary potential, we face pressing challenges: inequality and isolation, conflict and environmental degradation, and an AI-driven erosion of trust in what is real. The need for institutions people can rely on has never been greater.

For more than 170 years, Museums Victoria has helped Victorians understand their world and imagine possible futures. Today, we remain Australia and New Zealand’s most visited museum organisation, welcoming over 3 million visitors annually and reaching more

than 100 million through digital channels. Our impact extends across Victoria through research, touring exhibitions, collection loans, and cultural collaborations that deepen our understanding of First Peoples’ knowledge and connection to Country.

We play a pivotal role in education, engaging learners of all ages and contributing to the state’s creative industries and visitor economy through award-winning exhibitions, programs, and partnerships with major events.

Driven by the changing world around us, Museums Victoria fosters understanding, builds connection, and inspires audiences to shape the future they want to see.

As we deliver our 2025–30 Strategic Plan, I am deeply grateful to our staff, volunteers, Board, and partners, and look forward to working together to make our ambitions a reality.

Lynley Crosswell  
Chief Executive Officer & Director

Top to Bottom:  
*Triceratops: Fate of the Dinosaurs*, Melbourne Museum  
Source: Museums Victoria | Photographer: Eugene Hyland

*Ground Up*, Scienceworks  
Source: Museums Victoria | Photographer: Joel Checkley

Royal Exhibition Building  
Source: Museums Victoria | Photographer: Thomas Breakwell

*First Peoples* exhibition, Bunjilaka Aboriginal Cultural Centre  
Source: Museums Victoria | Photographer: Jon Augier

Immigration Museum  
Source: Museums Victoria | Photographer: Eugene Hyland

## Vision

People enriched by wondrous discovery and trusted knowledge.

Society compelled to act for a thriving future.

## Mission

We place First Peoples' living cultures and histories at the core of museum practice.

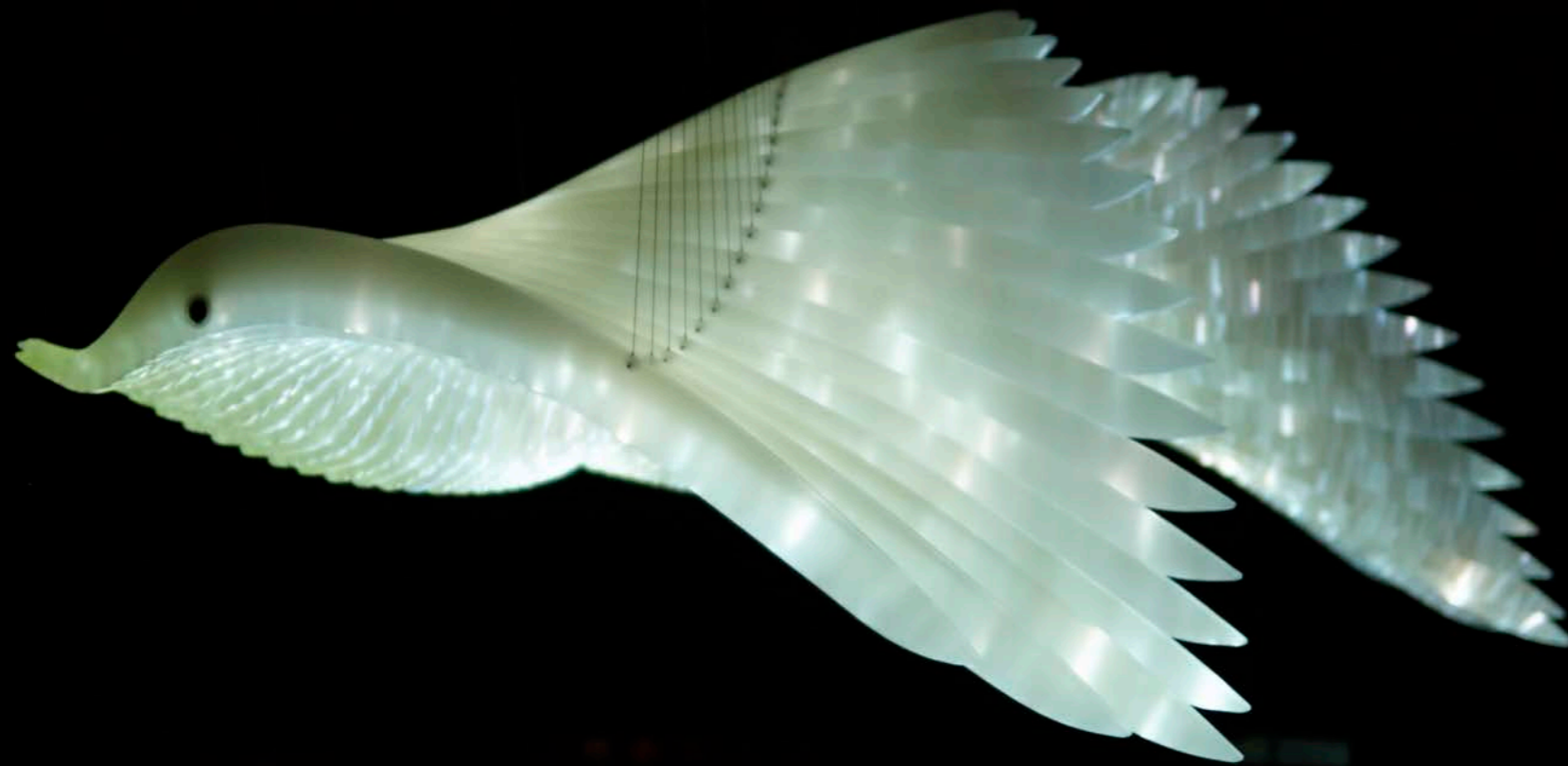
We exchange stories about culture, history and science and fearlessly discuss the big questions of life.

We are innovative in creating captivating experiences within and beyond our walls.

We create knowledge and experiences that help us make sense of the world.

We collect traces of time and place that allow us to connect the past, present and future.





## Values

Museums Victoria's values support our vision and shape our culture. Our values represent the essence of who we are, how we behave and what we think is important in work and in life.

### Strive

We are intrepid and enjoy a challenge.

### Embrace

We are a place where everybody belongs.

### Explore

We passionately search for bold new ideas and smarter ways of doing things.

### Respect

We walk in the shoes of those we meet.

### Illuminate

We ensure our knowledge, actions, and decisions are visible, and welcome investigation.

### Sustain

We nourish and care for ourselves and the things we are responsible for.

# Where we stand today

Museums Victoria is Australia's most visited museum organisation, stewarding world-class collections and experiences across Melbourne Museum, Bunjilaka Aboriginal Cultural Centre, Scienceworks, Immigration Museum, the UNESCO World Heritage-listed Royal Exhibition Building and IMAX Melbourne. Our mission connects people with trusted knowledge through research, exhibitions and programs onsite and online.

Over the last strategic plan period, we strengthened our digital and research foundations, launching the Museums Victoria Research Institute to address complex challenges through multidisciplinary inquiry, and expanded our audience reach beyond our walls. We accelerated online access to collections, education and programs through Museum at Home, which opened new ways for schools, families and communities to engage with our museums anywhere, anytime.

Today, our audiences are increasingly diverse and digitally connected, and they expect inclusive, participatory experiences that reflect contemporary Victoria. We are

well-positioned to meet that demand, with proven capability in research, STEM education and sector collaboration, and a pipeline of new exhibitions, programs and partnerships that build on recent momentum.

Financial sustainability and sector leadership remain central to our approach, balancing innovation with resilience, growing self-generated revenue and partnerships, and leveraging our assets to deliver impact for Victoria's communities and the creative economy. Museums Victoria delivers \$4 in economic benefit for every \$1 of government investment. Independently verified, this return has grown steadily since FY2019, when it stood at \$2.20.

The foundation we've built empowers us to lead with vision and impact over the next five years.



Source: Museums Victoria 2024–25 Annual Report

Triceratops: Fate of the Dinosaurs, Melbourne Museum  
Source: Museums Victoria | Photo: Eugene Hyland



# Delivering the future

Our 2025–30 Strategic Plan centres on audiences: broadening who we reach and deepening how we engage, as we build towards our 175th anniversary in 2029. We will scale digital access, co-create inclusive experiences with communities, and strengthen collections and infrastructure so our sites serve Victoria now and for generations to come.

Delivering this vision requires resilience in a rapidly evolving landscape. Rising costs, shifting audience expectations and intensified competition demand new approaches to sustainability. We will grow self-generated revenue and diversify income streams to unlock our full potential and fund the ambition this plan sets out.

Building our financial resilience is only part of the picture.

At the heart of this strategy is trust. Social discord, disinformation, and the pace of AI change have left many people unsure of who or what to believe. Museums Victoria remains a trusted source of knowledge. That enduring strength positions us to lead on the issues that matter most.

Through research and partnerships, we will advance climate awareness, biodiversity science and community wellbeing, ensuring our museums remain essential places of insight, confidence and connection.

## Our major priorities are:

- Transform the Immigration Museum into a multigenerational civic and creative hub that advances intercultural dialogue, deepens social connection, grows tourism and community participation, and helps shape a more confident, inclusive Victoria for generations to come.
- Redevelop Scienceworks into Australia’s leading science and technology precinct. An expanded, international destination in Melbourne’s west will attract 1.5–2 million visitors annually, delivering immersive STEM experiences and scientific discovery, and an innovative Collections Discovery Centre that invites public access to the State collections.
- A vision and masterplan for the Royal Exhibition Building that safeguards its World Heritage values while unlocking opportunities for activation, public access and financial sustainability.
- Renew Melbourne Museum’s galleries and exhibitions through a Content Masterplan that reinforces its position as a national and international leader in research-driven storytelling, exceptional visitor experiences and large scale exhibition delivery.

Guided by our four major priorities and five strategic directions, we will deliver lasting impact.



## In five years

<b>Our exhibitions and experiences</b>	4M+ visitors to <i>Our Wondrous Planet</i> Broadened audience diversity and reach 120M+ digital engagements (annually)
<b>Our research and collections</b>	56% of State collections electronically registered 25% of First Peoples’ collections electronically registered
<b>Our people</b>	Representation in our workforce mirrors the state population
<b>Our places</b>	Scienceworks redevelopment underway with secured funding Royal Exhibition Building asset sustainment plan: funding secured and 50% implemented Master plans completed for Melbourne Museum Precinct, Royal Exhibition Building, Scienceworks, and Immigration Museum
<b>Our Financial Sustainability</b>	Growth in self-generated revenue Environmental, Social and Governance (ESG) strategy implemented with measurement and reporting framework

# Our path forward

Over five years, five strategic directions will guide how we engage, invest and innovate to deliver impact across audiences, collections, people, places and sustainability.

1

## Our exhibitions and experiences

We grow our audiences and increase our impact through outstanding exhibitions, programs, educational experiences and digital content that reach far beyond our walls.

2

## Our research and collections

The Museums Victoria Research Institute works to protect our region's unique biodiversity and strengthen communities and culture through innovative, multidisciplinary research.

By preserving and developing the State collections—and providing the storage facilities essential to its long-term care—we ensure Victoria's cultural, scientific and technological heritage will be available for future generations.

3

## Our people

Our welcoming and inspiring workplaces reflect the diversity of Victoria's communities and drive Museums Victoria's success.

4

## Our places

We ensure our museums, sites and facilities are safeguarded for future generations.

5

## Our future sustainability

Our fit-for-purpose business assets, robust operations and sustained revenue growth ensure Museums Victoria is resilient and future-ready.

*What Is Your Gov't Name?*, Olana Janfa,  
2023 Culture Makers Program at Immigration Museum  
Source: Museums Victoria | Photographer: Tim Carrafa





# 1 Our exhibitions and experiences

## Strategies

- Deliver a rolling program of exhibitions and gallery renewals across our museums that grow visitation, build market share and deliver commercial returns.
- Grow impact beyond our museum walls and increase access to the State collections through touring exhibitions, outreach programs and digital content.
- Partner with First Peoples communities to increase participation and further elevate their voices, histories and cultures across our museums.
- Increase impact and engagement through audience-centred, evidence-based museum learning experiences for different ages and backgrounds.
- Expand international networks to foster collaboration, create strategic partnerships and amplify Victoria and Australia's global positioning.

---

## Indicators

By 2030:

- Achieve growth in visitation and audience diversity targets.
- Long-term gallery renewal.
- Attract more than 4 million visitors to *Our Wondrous Planet*.
- Achieve an annual digital reach and engagement of 120 million.
- Achieve annual 2025–30 Public Programs and Education Strategy regional engagement and inclusion targets.
- Maintain Visitor Satisfaction rating.
- Deliver opportunities for outbound touring exhibitions.

Tinkertown, Scienceworks  
Source: Museums Victoria | Photographer: Rodney Start

## 2

# Our research and collections

### Strategies

- Amplify Museums Victoria Research Institute as a world-class hub for scientific leadership, attracting talent, forging partnerships, and advancing discovery in the fields that matter most to our region and our future.
- Expand global knowledge of our region's unique cultural and natural heritage through innovative, place-based multidisciplinary research projects.
- Protect and remove species from the endangered list in collaboration with new and existing research and conservation partners.
- Partner with First Peoples communities to share knowledge and deliver collaborative research projects.
- Enhance the relevance of the State collections through significant acquisitions and best-practice collection management, access, preservation and storage.

### Indicators

By 2030:

- At least 56% of the State collections are electronically registered.
- 25% of the First Peoples' collections are electronically registered.
- At least seven of 11 stand-alone valuable and/or vulnerable collections are fully registered.
- At least one place-based research project delivered.
- 5% increase in items deaccessioned from State collections over a five-year period.

Miner's gold & enamel brooch, State of Victoria Gold Collection, Melbourne Museum  
Source: Museums Victoria | Photographer: Eugene Hyland





## 3 Our people

### Strategies

- Sustain a skilled, strategically aligned workforce that reflects the diversity of the communities we serve.
- Maintain a safe and enabling workplace culture that reflects our values and attracts and retains exceptional people.
- Grow staff capabilities and develop a future-ready workforce that fosters innovation.

### Indicators

By 2030:

- Achieve an engagement index score of 70% or higher annually.
- Achieve workforce diversity that reflects the Victorian population.
- Increase average professional development hours completed per employee by 2% annually.
- Maintain an annualised separation rate between 10–14%.
- Achieve 100% implementation of the Accessibility and Inclusion Plan 2024–27.

Melanie Mackenzie, Collection Manager, Marine Invertebrates.  
Source: Museums Victoria | Photographer: Eugene Hyland

# 4

## Our places

### Strategies

- Ensure our museums and unique destinations are safe, dynamic, thriving and sustainable places for all our communities, now and in the future.
- Achieve Museums Victoria's 2030 sustainability goals.
- Transform Scienceworks' collection storage into a contemporary facility that opens public access to the State collections, deepens community engagement and sets the benchmark for industry practice.

### Indicators

By 2030:

- Complete development of master plans for the Melbourne Museum Precinct, Scienceworks and Immigration Museum.
- Secure funding and advocacy to conserve, protect, and maintain the Royal Exhibition Building, and shape its future use.
- Secure requisite funding and commence the Scienceworks redevelopment project.
- Achieve Museums Victoria's Net Zero Plan goals.

Royal Exhibition Building  
Source: Museums Victoria | Photographer: Thomas Breakwell





# 5

## Our future sustainability

### Strategies

- Grow self-generated revenues to sustain operations, increase impact and secure Museums Victoria's future.
- In addition to securing funding from the Victorian and Federal Governments, pursue additional sources of funding, such as philanthropic contributions and corporate partnerships, to diversify income streams and further reduce reliance on government support.
- Ensure Museums Victoria has the physical and digital infrastructure needed to achieve its long-term strategic ambitions.
- Optimise business systems and processes to enable and enhance productivity and innovation.

---

### Indicators

By 2030:

- Implement an Environmental, Social and Governance (ESG) strategy and measurement and reporting framework.
- Achieve growth of self-generated revenues.
- Achieve growth of revenue from members, donors and corporate partnerships.
- Achieve year-on-year growth of revenue from commercial tourism and event experience products.
- Achieve year-on-year growth across brand favourability index and digital, media and awareness targets.



'Imagine - Be part of our future' event, Immigration Museum  
Source: Museums Victoria | Photographer: Jacinta Keefe

