

Annual Report

2022–23

Museums Board
of Victoria



**MUSEUMS
VICTORIA**



Declaration of the Responsible Body

In accordance with the *Financial Management Act 1994*, I am pleased to present the Annual Report for the Museums Board of Victoria for the year ending 30 June 2023.

Mary Stuart
Acting President,
Museums Board of Victoria
30 August 2023

This annual report has been produced in accordance with FRD 30 Standard Requirements for the Design and Production of Annual Reports, in order to minimise our impact on the environment.

If you need this document in an accessible format please contact Museums Victoria via phone (+613) 8341 7777 or email AskUs@museum.vic.gov.au.

Further information about Museums Victoria is available at museumsvictoria.com.au

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Front cover:

Tyama: A deeper sense of knowing Melbourne Museum
Source: Museums Victoria | Photographer: Eugene Hyland

Inside front cover:

Gandel Gondwana Garden, Melbourne Museum
Source: Museums Victoria | Photographer: Eugene Hyland

Inside back cover:

Royal Exhibition Building Dome Promenade Experience, Melbourne Museum
Source: Museums Victoria | Photographer: Eugene Hyland

Acknowledgement of Country

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.



More Than a Tarrang (tree): Memory, Material and Cultural Agency, exhibition opening, Melbourne Museum
Source: Museums Victoria | Photographer: Jon Augier

Message from the President



On behalf of the Museums Board of Victoria, I am delighted to introduce the Annual Report for the 2022–23 financial year. The successes outlined in this report are testament to the breadth, quantity and exceptional quality of work that the organisation delivers each year.

Value for Victoria

It has been very gratifying to see the strong support from visitors that Museums Victoria has enjoyed this year. Attendance and membership sales have reached and exceeded pre-pandemic levels, supported by an impressive array of new exhibitions, experiences and programs.

The continued popularity of our museums underscores the significant and lasting contribution Museums Victoria makes to Victoria's cultural, educational and scientific landscape. This was substantiated this year in a comprehensive study into Museums Victoria's social and economic value, which highlighted the numerous ways in which Museums Victoria creates value, and is valued by, the people of Victoria. These insights will be integral in planning Museums Victoria's future direction and areas of focus.

A destination for enquiring minds

Museums Victoria plays a critical role in equipping today's generations with future skills through curriculum-linked education programs for students from across Victoria. Our museums are uniquely placed to inspire young minds by demonstrating how science offers opportunities to shape our future and create a better world. This year, this included the thousands of students who took part in programs at Scienceworks, Australia's leading museum for STEM learning. Demand for Scienceworks programs continues to grow and increasing our capacity to equip more young people with these critical future skills remains a high priority.

Pivotal work

This year Museums Victoria has delivered a full program of outstanding experiences, from the highly innovative *Tyama: A deeper sense of knowing* to the beautiful Gandel Gondwana Garden at Melbourne Museum. The Gandel Gondwana Garden was the third in a series of three transformative projects at Melbourne Museum made possible with funding from the Victorian Government, following *Tyama* and the award-winning *Triceratops: Fate of the Dinosaurs*.

These projects have been a key contributor to Museums Victoria's strong performance this year. Importantly, they demonstrate the considerable return on investment generated through the renewal of our museums, and I remain deeply grateful to the Victorian Government for their support of our vision to position our museums among the world's finest.

Recognising our supporters

Museums Victoria is very grateful for the generous contributions of our supporters, who enable our organisation to deliver exceptional research, education programs and compelling experiences to our diverse communities.

I would like to acknowledge the generosity of the Scanlon Foundation and thank the foundation's Chair, Peter Scanlon AO and Chief Executive Officer Anthea Hancocks for their continued partnership in advancing participation, diversity and belonging within Museums Victoria's programming and workforce.

I would also like to acknowledge John Gandel AC and Pauline Gandel AC, and Vedran Drakulić OAM, CEO of the Gandel Foundation, for their extensive contribution to Museums Victoria. I sincerely thank donors Vivian Nadir and Susan Narodowski for their generous contribution towards *Triceratops: Fate of the Dinosaurs*, Gandel Gondwana Garden and Melbourne Museum in memory of their parents, Sam and Nina Narodowski. I also express my deep gratitude to the Twycross family for their generous contribution towards the Royal Exhibition Building Dome Promenade experience.

I would like to thank our corporate partners, including Museums Victoria Colour Partner Taubmans, Major Partner VicHealth, Partners Melbourne Water and Simba Global, Media Partners News Corp Australia and Nova Entertainment and Tourism Partner V/Line, who have provided extensive support to programs, exhibitions and experiences across Museums Victoria.

Acknowledgements

My most sincere appreciation goes to the Victorian Government and especially Steve Dimopoulos MP, Minister for Creative Industries, for their ongoing support of our programs and initiatives. I extend my gratitude to my fellow Board members who generously donate their time

and expertise. I also acknowledge the role of past Board members, and note with much sadness and gratitude the passing of Professor David Penington AC, former President of the Museums Board of Victoria, who made a significant contribution to the organisation. And I express my deepest condolences on the passing of Dr Robert Edwards AO who, during his tenure as Director of Museums Victoria, left an everlasting impact on our organisation.

I recognise the passion, dedication and expertise of Museums Victoria's staff and volunteers, and warmly congratulate Lynley Crosswell, Chief Executive Officer and Director, and the executive team for their tireless work in what has been an especially successful year for Museums Victoria.

This year was my last as President of the Museums Board of Victoria. It has been a great honour to serve on the Board with my fellow Board members and to have worked with Lynley, the executive team and all of the deeply talented and passionate museum staff. I look forward to following Museums Victoria's continued successes and service to the people of Victoria in years to come.

A handwritten signature in black ink, appearing to read 'L. Kempler', written in a cursive style.

Leon Kempler AM

President, Museums Board of Victoria

30 June 2023

Message from the Chief Executive Officer and Director



It gives me great pleasure to introduce this report for the 2022–23 financial year.

Stunning exhibitions and must-see experiences

All of us at Museums Victoria take great pride in the innovation and exceptional quality of the experiences we have delivered over the past twelve months. These began with *Tyama: A deeper sense of knowing*, and included the launch of guided tours of the Royal Exhibition Building Dome Promenade. In March we also unveiled the Gandel Gondwana Garden at Melbourne Museum, a new children’s palaeontology-themed outdoor exhibition that invites families to explore the origins of Victoria’s ancient landscapes, flora and fauna. As detailed in our Chief Financial Officer’s report, these new experiences have played an important role in delivering a positive operating result for Museums Victoria in 2022–23.

World-leading research

This year the Museums Victoria Research Institute has solidified its place as a leading research institute in our region. From extraordinary deep-sea discoveries to ground-breaking investigations into genetic cryopreservation techniques to protect Victoria’s most endangered species, our researchers contribute to global efforts to tackle some of the most critical issues of our time.

As Australasia’s largest museum organisation, we are uniquely able to share these research discoveries with our growing audiences, and in March we launched the Research Institute Gallery at Melbourne Museum to showcase projects by Museums Victoria’s researchers and scientists. This year we also joined a ground-breaking global initiative to share natural history data, contributing to a database of more than 1.1 billion natural history objects from 73 museums in 28 countries. Combined, this data will provide an extraordinary resource for scientists worldwide as they address unprecedented environmental challenges.

Recognising cultural connections

In May we launched the second in a series of exhibitions that foster connections between Australia and communities around the globe through partnerships with leading international cultural organisations.

Sutr Santiti: Then. Now. Next. features textile traditions and techniques from across India and was created to commemorate 75 years of India’s independence. A rich presentation of India’s cultural heritage, the exhibition is exclusive to Melbourne Museum and builds on the ongoing creative dialogue between Australia and India. *Sutr Santiti* follows last year’s successful

Open Horizons: Ancient Greek Journeys and Connections, presented in partnership with the National Archaeological Museum, Athens.

#keepsosciencing

Another key strategic initiative delivered this year was the launch of an original video series, *Science is a Superpower*. This series, hosted by “science superfan” Holly Ransom, aims to address the gender barriers that see girls participating in STEM at lower rates than boys. The highly engaging short videos feature Museums Victoria’s talented education team and encourages viewers to #keepsosciencing.

Looking ahead

Museums Victoria plays a critical role in equipping today’s generations with the skills they need to shape our future. As we move into the 2023–24 financial year, we remain focused on our plans to redevelop Scienceworks as a world-leading science and technology museum that delivers vital education and economic outcomes for Victoria.

This year we will continue to present an exciting and inspiring calendar of exhibitions, including *Fantastic Beasts™: The Wonder of Nature*, which opened at Melbourne Museum in May, and *More than a Tarrang (tree): Memory, Material and Cultural Agency*, an exhibition at the Bunjilaka Aboriginal Cultural Centre exploring connections between memory, mark making and trees in south-eastern First Peoples cultures. Work will also continue on *Country is always talking*, a First Peoples interpretive layer for Melbourne Museum’s popular Forest Gallery. This experience is scheduled to open in 2024 and is supported through a grant from the John T Reid Charitable Trusts.

Acknowledgements

This year we have once again seen visitors in record numbers, and as always I am deeply grateful to our audiences who bring so much energy and enthusiasm to our venues. We have also seen especially strong interest in our Museum Members program, with nearly half of this year’s record membership sales coming from members joining for the first time. My sincere thanks to our new and returning members for their continued support for our museums.

Our philanthropic and corporate partners enable Museums Victoria to create a positive and meaningful impact on the world around us, and I would like to recognise and acknowledge the extraordinary generosity of our donors, Director’s Circle Patrons and corporate partners and thank them for their contributions to our organisation.

The array of world-class experiences and exhibitions delivered this year across our museums has been made possible through the generous support and investment of the Victorian Government. I would like to express my deep gratitude to our Minister for Creative Industries, Steve Dimopoulos MP, for his ongoing and enthusiastic support of our vision for Museums Victoria. I also wish to acknowledge and thank Tim Ada, Secretary, Department of Jobs, Skills, Industry and Regions, former Secretary, Simon Phemister, and Claire Febey, Chief Executive, Creative Victoria, for their continued support.

I express my most sincere thanks to the Yulendj Advisory Group and the Aboriginal Cultural Heritage Advisory Committee for sharing their knowledge and insights. Their thoughtful and generous collaboration is instrumental in guiding us as we implement Museums Victoria's First Peoples Strategy and our ongoing commitment to walking together with First Peoples to create our shared future.

I wish to also acknowledge and thank Leon Kempler AM, for all his efforts on behalf of Museums Victoria during his time as President of the Museums Board of Victoria. My sincere thanks also go to our Board members and Board Committee members for their dedication and passion this year. I especially want to thank outgoing Board member Bronte Adams AM for her support of Museums Victoria across many areas of our operations, including serving on the Audit and Risk Committee, Nominations, Remuneration and Governance Committee and guiding our highly successful Digital Life Strategy.

Lastly, I express my deep gratitude for the exceptional efforts of Museums Victoria's staff and volunteers. My sincere thanks go to every member of our museum family who make such a valuable contribution to our organisation. Together, we can take great pride in our considerable achievements this year.

A handwritten signature in black ink, reading 'Lynley Crosswell'.

Lynley Crosswell

Chief Executive Officer and Director

Calendar of highlights and events

For further information on our achievements this year, please refer to Year in Review (pages 17–39).

2022

JULY

- *Tyama: A deeper sense of knowing* opens in the Melbourne Museum Touring Hall (pages 17–18)
- Melbourne Museum's Saturday Sessions kick off (page 23)
- *Robotics on the road*, Museums Victoria's STEM outreach program launches in Regional Victoria (page 32)

SEPTEMBER

- *Bricktionary: The Interactive Exhibition* opens at Melbourne Museum (page 17)
- *Naadohbii: To Draw Water* opens at the Bunjilaka Aboriginal Cultural Centre (page 17)
- *RV Investigator* sets sail from Darwin on 30 September 2022 to travel to Christmas and Cocos (Keeling) Island Territories (page 20)
- Wellness sessions for body and mind, *Wellbeing Within*, launch at Immigration Museum (page 23)

NOVEMBER

- Opening of *Pink Diamonds* at Melbourne Museum (page 17)
- ALWAYS LIVE x CADA present *Nocturnal* held at Melbourne Museum (page 18)

AUGUST

- *Future Forums* presents: *Dr Jane Goodall in Conversation* (page 26)
- National Science Week (13–21 August 2022) program runs across Melbourne Museum and Scienceworks for a full week of exploration and discovery (page 26)

OCTOBER

- Award-winning *FlushBack Pumping Station Digital Augmented Reality* experience debuts (page 27)
- *My Working Life: Stories from the Collection* opens at Immigration Museum (page 17)
- Royal Exhibition Building Dome Promenade opens to the public (page 17)

DECEMBER

- Outreach programs (*Robotics on the road* and *Dinosaurs: Traces of the Past*) conclude (page 32)
- *Avatar: The Way of Water 3D*, the second highest grossing movie in IMAX Melbourne's history, premieres at IMAX (page 29)

2023 JANUARY

- *Summer of Play* (funded through Melbourne City Revitalisation Fund) opens in the Melbourne Museum Plaza (page 23)
- Museums Victoria hosts activities across Melbourne Museum and Immigration Museum for the 2023 Midsumma Festival (page 23)
- New dinosaur and fossil activation at Government House Open Day engages more than 10,000 visitors (page 32)

MARCH

- Gandel Gondwana Garden opens at Melbourne Museum (page 18)
- Research Institute Gallery opens at Melbourne Museum (page 21)
- Collaboration with Mob in Fashion for the 2023 PayPal Melbourne Fashion Festival including a display of contemporary First Peoples fashion in the Melbourne Museum foyer and galleria (page 29)
- Museums Victoria's Elder in Residence appointed (page 28)
- Melbourne Museum Hub at the Melbourne International Comedy Festival (page 18)
- The first *Rainbow Threads* showcase opens on 31 March 2023 to celebrate Trans Day of Visibility (page 24)

MAY

- Opening of *Sutr Santati: Then. Now. Next. Stories of India woven in thread.* at Melbourne Museum (page 18)
- The second display of *Rainbow Threads* is unveiled on 17 May 2023 to acknowledge IDAHOBIT (International Day against Homophobia, Biphobia, Intersex Discrimination and Transphobia) (page 24)
- *Fantastic Beasts™: The Wonder of Nature* opens at Melbourne Museum (page 18)
- Melbourne Design Week 2023 held at Scienceworks and Melbourne Museum (page 26)

FEBRUARY

- Museums Victoria's original video series *Science is a Superpower* goes live (page 19)
- Dome Under Film Festival kicks off at Melbourne Planetarium (page 26)
- Australian Research Council (ARC) Linkage Project "Repairing Memory and Place: An Indigenous-led approach to urban water design" begins (page 20)
- First Peoples Cadetship program commences (page 28)
- Net Zero Roadmap approved by Museums Board of Victoria (page 28)

APRIL

- Season one of *Culture Makers* launches with Olana Janfa's *What is your Gov'ment Name* exhibition at the Immigration Museum (page 24)

JUNE

- Opening of *More Than a Tarrang (tree): Memory, Material and Cultural Agency* at Bunjilaka Aboriginal Cultural Centre (page 18)
- *Triceratops: Fate of the Dinosaurs* sees its millionth visitor (page 18)
- Festa della Repubblica held in Immigration Museum Long Room (page 24)
- First Peoples Cadets onboarded (page 28)

About Museums Victoria

Founded in 1854, Museums Victoria is the custodian of the State Collections of scientific and cultural heritage which provide an invaluable record of Victoria's history. Our museums present unique and exceptional experiences for audiences worldwide to be inspired, to discover and to learn about themselves and the world we inhabit.



Tyama: A deeper sense of knowing, Melbourne Museum
Source: Museums Victoria | Photographer: Eugene Hyland

OUR STRATEGIC PLAN

VISION

People enriched by wondrous discovery and trusted knowledge

Society compelled to act for a thriving future

MISSION

We place First Peoples' living cultures, histories and knowledge at the core of our practice.

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

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

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

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

VALUES

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

STRATEGIC OBJECTIVES

- 1 Museums Victoria creates compelling experiences for all people, onsite and beyond our walls
- 2 Museums Victoria Research Institute develops the State Collection to create knowledge, inspire enquiry and connect people, places and culture
- 3 Museums Victoria welcomes and celebrates diversity and is accessible to all
- 4 Museums Victoria equips today's generations for tomorrow by leading research, education and engagement in science and STEM
- 5 Museums Victoria is a sustainable and thriving organisation

BACKBONE FOR DELIVERY

Knowledge



Spaces



ENABLERS

People and culture

Investment in technology

Partnerships

Leveraging our assets

About our Strategic Plan

Museums Victoria's role in sharing and exchanging knowledge, experiences and expertise has never been more critical. As Australasia's leading museum organisation, we are uniquely placed to help audiences make sense of our world and foster greater understanding of the deep connections we have to each other and to our environment.

The five strategic objectives that comprise Museums Victoria's Strategic Plan 2017–2025 chart our path and set our targets towards achieving our vision of people enriched by wondrous discovery and trusted knowledge, and society compelled to act for a thriving future.

Updating our Strategic Plan

As we execute the final phase of our Strategic Plan 2017–2025, our strategic goals continue to evolve to align with the changing social and cultural context in which we operate.

This evolution is reflected in the following revisions to our Strategic Plan:

- Strategic objective 1 has been updated to clearly encompass audiences onsite and beyond our walls.
- Strategic objective 2 now refers directly to our Museums Victoria Research Institute and the critical role it plays.
- Strategic objective 3 reflects Museums Victoria's commitment to creating an accessible, inclusive, and safe environment for everybody, regardless of sexuality, gender, identity, ability, or culture.
- Strategic objective 4 has been updated to reinforce Museums Victoria's commitment to science literacy and STEM education to encourage enquiring young minds.

A selection of highlights and achievements against our strategic objectives for the financial year can be found in *2022–23 Year in Review*.

Strategic objectives

Strategic objective 1

Museums Victoria creates compelling experiences for all people, onsite and beyond our walls

We will grow our audiences and impact by creating unique, world-leading and contemporary experiences that harness our collections, research and stories

Priority initiatives

- | | |
|----------------|--|
| Initiative 1.1 | Elevate and value First People's knowledge and voices within Museums Victoria's experiences |
| Initiative 1.2 | Create innovative and engaging experiences across all sites, platforms and channels that fulfil our Vision and Mission and contribute to Museums Victoria's sustainability |
| Initiative 1.3 | Develop and implement plans to expand Museums Victoria's presence in domestic, regional, New Zealand and recovering international tourism markets |
-

Strategic objective 2

Museums Victoria Research Institute develops the State Collection to create knowledge, inspire enquiry and connect people, places and culture

Museums Victoria has an international reputation as a leading museum research organisation and a trusted source of insight into our region's big contemporary and historical questions.

Our collections and research focus on subjects and material where there is regional relevance, where we have global comparative advantage or where they are required to provide unmissable museum experiences.

Priority initiatives

- | | |
|----------------|--|
| Initiative 2.1 | Implement Research and Collections Strategy 2019–25 priority initiatives |
| Initiative 2.2 | Partner and collaborate with First Peoples to ensure a culturally respectful and appropriate approach to our collections and research, in line with the First Peoples Strategy 2020–25 |
| Initiative 2.3 | Develop strategic partnerships that grow Museums Victoria's external research funding base |
| Initiative 2.4 | Drive collection preservation and access facilities based on the sustainable collections storage strategy |
| Initiative 2.5 | Develop digital initiatives that enable research and access to Museums Victoria's collections |

Strategic objective 3

Museums Victoria welcomes and celebrates diversity and is accessible to all

Our destinations, experiences, people and audiences reflect the diversity of contemporary Victoria

Priority initiatives

- Initiative 3.1 Address barriers to engagement and participation by diverse audiences
- Initiative 3.2 Implement strategies to secure a vibrant future for the Immigration Museum as a place to explore and celebrate culture and identity
- Initiative 3.3 Implement Regional Engagement Plan 2020–25
- Initiative 3.4 Strengthen Museums Victoria’s multilingual services

Strategic objective 4

Museums Victoria equips today’s generations for tomorrow by leading research, education and engagement in science and STEM

We communicate science, engage industry and break down barriers to science literacy and STEM to develop skills for the future

Priority initiatives

- Initiative 4.1 Reposition and redevelop Scienceworks with a focus on enquiry science experiences, showcasing contemporary science research and promotion of futures literacy
- Initiative 4.2 Rapidly respond to contemporary science research, emerging opportunities and current events with online and onsite experiences
- Initiative 4.3 Develop innovative digital learning experiences online and onsite that connect with visitors of all ages with Museums Victoria’s research, collections and experiences

Strategic objective 5

Museums Victoria is a sustainable and thriving organisation

We grow our social and economic value through our diverse and high-performing workforce, strong, meaningful brands and our environmentally and financially sustainable operations

Priority initiatives

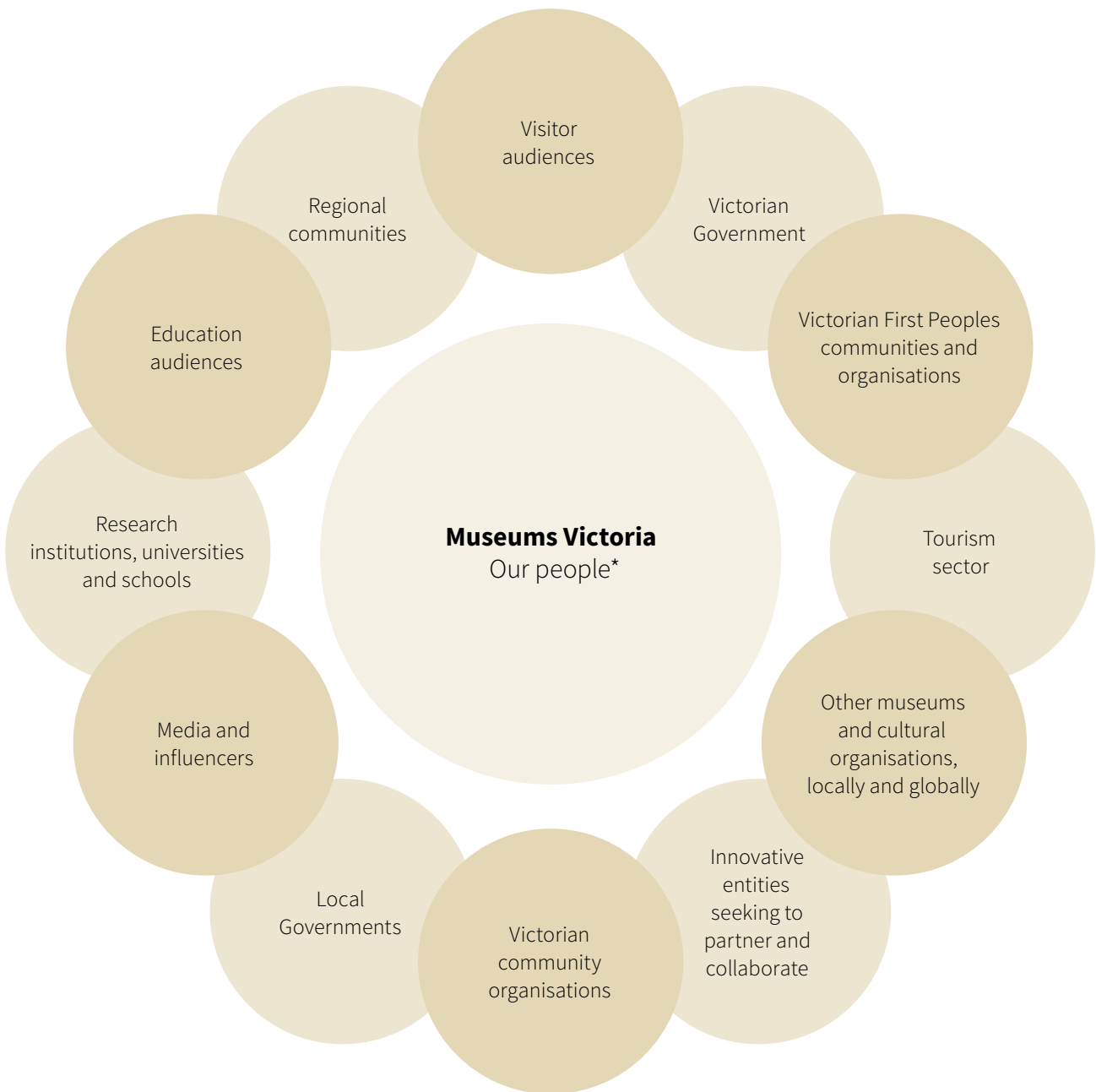
- Initiative 5.1 Develop and maintain a high-performing workplace that is diverse, innovative, responsive, inclusive, safe, and which reflects Museums Victoria’s values
- Initiative 5.2 Grow Museums Victoria’s philanthropic, corporate and commercial revenue and optimise existing funding streams
- Initiative 5.3 Grow and strengthen the brand, marketing and promotion of Museums Victoria, the individual museums and their unique proposition
- Initiative 5.4 Demonstrate Museums Victoria’s value, environmental and economic impact, and our local, national and international impact
- Initiative 5.5 Deliver a Strategic Corporate Services framework that prioritises, plans and delivers sustainable operations across Museums Victoria
- Initiative 5.6 Develop and implement a strategic framework for reducing Museums Victoria’s environmental impact

Our stakeholders

Museums Victoria has a wide range of stakeholders. Our impactful, collaborative and enduring relationships, partnerships and networks position us and raise our profile as an innovative and inclusive museums organisation.

Sharing experiences and resources with our customers, partners and networks extends our collective reach and impact. Our stakeholder relationships allow us to create new opportunities for innovation and discovery and will unite communities.

Due to the extent of Museums Victoria collaborations, stakeholders and key relationships detailed below are illustrative rather than exhaustive.



*Refer to *pages 60–63* for details of our staff profile.

Museums Victoria awards and nominations

2023 Australasian Reporting Awards

Winner, Gold for 2021–2022 Annual Report

2022 Australian Museums and Galleries Association Victoria Awards (AMAGA Vic)

Winner, AMaGA Victoria Award for large organisation for Safe Management of Hazardous Substances at Museums Victoria

Highly Commended, AMaGA Victoria Award for large organisation for *Illuminate: How Science Comes to Light*

2022 Australian Graphic Design Awards (AGDA)

Distinction, Exhibition Design for *Triceratops: Fate of the Dinosaurs*

Distinction, Permanent Installation for *Triceratops: Fate of the Dinosaurs*

Distinction, Multi-sensory Installations for *Triceratops: Fate of the Dinosaurs*

2022 Victorian Premier's Design Awards

Finalist, Communication Design for *Triceratops: Fate of the Dinosaurs*

2023 Australian Museums and Galleries Association – Museums & Galleries National Awards (MAGNA)

Winner, Interpretation, learning & audience engagement
– Level 2 for FlushBack – Spotswood Pumping Station Quest

Highly commended, Temporary or travelling exhibition
– Level 4 for *Tyama: A deeper sense of knowing*

Highly commended, Permanent exhibition or gallery fit out
– Level 4 for *Triceratops: Fate of the Dinosaurs*

2023 Australian Museums and Galleries Association – Museums Australasia Multimedia & Publication Design Awards (MAPDA)

Winner, Children's Book - Level B for *The Quest for Kool*,
Gemma Field, Museums Victoria

Highly Commended, Children's Book – Level B for *Horridus* children's book series, Adorel Ng & Grace Russell, Museums Victoria

Winner, Digital Learning Experience – Level B, FlushBack Digital Quest, 10Tickles, Museums Victoria



Fantastic Beasts™: The Wonder of Nature, Melbourne Museum
Source: Museums Victoria | Photographer: Eugene Hyland

2022–23 Year in review

In the past year – the first of uninterrupted operation since 2019 – we delivered a remarkable number of new exhibitions and gallery spaces, education and public programs, and impactful research in sciences incorporating social history and First Peoples’ knowledge.

We opened our innovative, immersive digital experience, *Tyama: A deeper sense of knowing*, the tri-national exhibition *Naadobhii: To Draw Water*, a showcase of exquisite gems in the *Pink Diamonds* exhibition and new permanent exhibition spaces – Gandel Gondwana Garden and the Research Institute Gallery – along with many other exciting exhibition experiences. We also commenced guided tours of the Royal Exhibition Building Dome Promenade, delighting visitors with spectacular views and a new exhibition exploring the remarkable history of this Melbourne icon.

The following is a selection of highlights from across the year delivered in line with the Museums Victoria Strategic Plan 2017–2025.

Strategic objective 1:

Museums Victoria creates compelling experiences for all people, onsite and beyond our walls

We will grow our audiences and impact by creating unique, world-leading and contemporary experiences that harness our collections, research and stories.

Performance against our Strategic Plan

- ✓ Museums Victoria achieved record ticketed attendance of 2,180,770 across our sites.
- ✓ Museums Victoria’s average monthly digital reach exceeded 11.3 million.
- ✓ The Museums Victoria original video series Science is a Superpower launched in February and achieved more than 1.1 million views by 30 June.
- ✓ First Peoples’ stories and knowledge featured in new exhibitions and programs, including *Tyama: A deeper sense of knowing*, *Naadobhii: To Draw Water*, and *More Than a Tarrang (tree): Memory, Material and Cultural Agency*.

This year Museums Victoria delivered a full program of innovative, inspiring and highly engaging experiences across all sites, platforms and channels that were enthusiastically received by our audiences.

Highlights from the 2022–23 financial year included the following:

- *Tyama: A deeper sense of knowing* (Melbourne Museum) – Museums Victoria’s first immersive digital experience. *Tyama* was a unique, multisensory experience of nature that combined objects from Museums Victoria’s collections with interactive digital technologies, soundscapes and visually stunning imagery (please refer to *Tyama: A deeper sense of knowing – A Multisensory Experience of Country* for further information).
- *Naadobhii: To Draw Water* (Bunjilaka Aboriginal Cultural Centre) – Featuring artwork from Turtle Island, Australia, and Aotearoa (New Zealand), *Naadobhii: To Draw Water* explored cultural traditions relating to water and the solidarity that exists between Indigenous nations across the globe around environmental and political issues.
- *Bricktionary: The Interactive Exhibition* (Melbourne Museum) – An exhibition for LEGO®-lovers of all ages, *Bricktionary* was packed with more than 150 models from Ryan ‘The Brickman’ McNaught’s best-selling book *Bricktionary: The Ultimate A-Z of LEGO®*, including models from television’s *LEGO Masters™* and never-seen-before creations.
- *Royal Exhibition Building Dome Promenade experience* – Visitors once again enjoyed breathtaking views of Melbourne that have been inaccessible to visitors for nearly 100 years with the launch of the Dome Promenade experience in October (please refer to *Royal Exhibition Building Dome Promenade* for further information).
- *My Working Life: Stories from the collection* (Immigration Museum) – Featuring objects and images from Museums Victoria collections, *My Working Life* shared working stories from a range of eras that highlighted cultural and social diversity.
- *Pink Diamonds* (Melbourne Museum) – *Pink Diamonds* was a dazzling showcase of more than 100 rare and unique pink diamonds from the Australian East Kimberley region, including the 2.83 carat Argyle Violet, one of the most spectacular gems on Earth.

- *Midsumma: The Body Is More Than This* (Immigration Museum) – Celebrating works by non-binary and gender diverse artists, *The Body Is More Than This* explored the experience of marginalisation across a number of mediums and was presented in partnership with Melbourne’s Midsumma Festival (please refer to *Midsumma celebrations at Museums Victoria* for further information).
- *Gandel Gondwana Garden* (Melbourne Museum) – An expansion of the ever-popular Pauline Gandel Children’s Gallery, the Gandel Gondwana Garden takes visitors on a palaeontological adventure through different ecosystems – and the plants and animals that inhabited them – that have shaped Victoria’s environment over time. The experience has been made possible thanks to Philanthropic Partner, the Gandel Foundation, Major Donors Sam and Nina Narodowski and Donors, The King Family Foundation and H.V. McKay Charitable Trust.
- *Research Institute Gallery* (Melbourne Museum) – The Research Institute Gallery is a new permanent exhibition space where visitors can learn about the ground-breaking research and discoveries happening behind the scenes at the Museums Victoria Research Institute (please refer to *Showcasing cutting-edge research from Museums Victoria Research Institute* for further information).
- *What Is Your Gov’mnt Name* (Immigration Museum) – *What is your Gov’mnt Name* was the first exhibition in Museums Victoria’s Culture Makers program, developed in partnership with the Scanlon Foundation, and featured work by Melbourne-based rising star, Ethiopian-Norwegian artist Olana Janfa. The exhibition reflects on the artist’s migrant experience through works that showcase his trademark colour, humour and engaging social commentary (please refer to *Strategic Objective 3* for further information).
- *Sutr Santati: Then. Now. Next. Stories of India woven in thread.* (Melbourne Museum) – A creative partnership between Melbourne Museum and the Abheraj Baldota Foundation, this exciting exhibition celebrates 75 years of India’s independence through 75 unique textile works that highlight the innovation and artistry of India’s world-renowned designers and craftspeople.
- *Fantastic Beasts™: The Wonder of Nature* (Melbourne Museum) – Created by the Natural History Museum London and Warner Bros. Discovery Global Themed Entertainment, *Fantastic Beasts™: The Wonder of Nature* explores the links between the magical creatures of the wizarding world and the remarkable animals of our natural world.

- *More Than a Tarrang (tree): Memory, Material and Cultural Agency* (Bunjilaka Aboriginal Cultural Centre) – A collaboration between Museums Victoria and Wominjeka Djeembana Indigenous research lab at Monash University. Named after the Boon Wurrung word for tree, *More Than a Tarrang (tree): Memory, Material and Cultural Agency* shares the significance of trees in south-eastern First Peoples cultures and the continued practices of mark making and design.

Tyama: A deeper sense of knowing - A multisensory experience of Country

A first-of-its-kind museum exhibition and must-see experience, *Tyama: A deeper sense of knowing* shared First Peoples’ stories and knowledge of Country through breathtaking digital effects and remarkable objects from Museums Victoria’s natural history collections. With floor to ceiling interactive projections and cinematic soundscapes, visitors discovered the hidden powers of creatures ranging from tiny moths to the majestic whale.

The word *Tyama* is a Keerray Woorroong word that suggests ways of knowing that use all our senses. Knowledge shared by Keerray Woorroong story holders featured throughout the exhibition, revealing the intricate connections between all living things that create the fabric of our natural world.

Tyama came to life using cutting-edge digital technology in a complex, fully immersive, multi-gallery installation that included 47 projectors and 80 speakers. The exhibition received a High Commendation at the 2023 Museums and Galleries National Awards.

In June Museums Victoria celebrated the milestone of one million visitors to *Triceratops: Fate of the Dinosaurs*. To commemorate this achievement, we hosted a celebration event at Melbourne Museum, featuring a Dress as a Dinosaur outfit competition and promotions at our retail store.

Melbourne Museum’s hugely popular Nocturnal live-music events returned in summer for the first time since 2020. Through collaborations with creative partners including ALWAYS LIVE, Midsumma and the PayPal Melbourne Fashion Festival, Nocturnal offered an exclusive, adults-only nighttime museum experience combining live music, museum tours, curator talks, crafty classes and pop-up performances. Nocturnal welcomed Four Pillars as Gin Partner for the ALWAYS LIVE event.

Museums Victoria’s partnership with the Melbourne International Comedy Festival took shape again in 2023 with Melbourne Museum as a Festival Hub and host of the Spiegel Zelt, a rare, more than one century-old original Spiegel tent. Festival activities included the Very Big Laugh Out and attracted more than 10,000 visitors across 88 programs presented at Melbourne Museum.

Royal Exhibition Building Dome Promenade

With the completion of a first phase of conservation, restoration and building works, visitors could once again take in extraordinary views of greater Melbourne from the newly re-established Royal Exhibition Building Dome Promenade deck.

Built in 1880, the Royal Exhibition Building holds the distinction of being the first Australian building to receive a UNESCO World Heritage listing. A place of enormous national significance, the building has touched millions of lives over its decades of service to the people of Victoria – whether as a hospital during the 1919 Spanish influenza outbreak or as a venue for the 1956 Olympic Games.

In addition to spectacular views from the reinstalled viewing deck, the Dome Promenade experience introduces visitors to the grand narratives and intimate moments of the building’s remarkable history. A highlight is a selection of objects from the Twycross Collection, generously provided by the Twycross family. The collection comprises more than 200 items acquired by wool merchant John Twycross at the 1880 Melbourne International Exhibition. The Twycross Family also provided generous philanthropic funding support. The launch of the experience was supported with editorial and promotional support from Media Partner, *Herald Sun*.



Members of the Twycross family and relatives on a tour of a newly opened Royal Exhibition Building Dome Promenade
Source: Museums Victoria | Photographer: Rodney Start

Digital content complements, extends and amplifies Museums Victoria’s experiences, helping us reach national and international audiences across our multiple channels. Throughout 2022–23, Museums Victoria continued to expand our digital offering to connect with diverse audiences, with new initiatives including the launch of a YouTube Shorts channel. On average, Museums Victoria’s digital platforms reached 11.3 million users each month throughout the financial year.

Another highly successful digital initiative launched this year was the original video series, *Science is a Superpower*, which premiered on 11 February to coincide with the International Day of Women and Girls in Science. Hosted by Museums Victoria ambassador Holly Ransom, this fun, energetic and aspirational five-part series features experts from across Museums Victoria and encourages viewers, particularly teen girls, to embrace science with the hashtag #keepsosciencing. The series has quickly attracted a large following, accumulating more than 1.1 million views by the end of 2022–23.

Looking ahead

After an exciting year, Museums Victoria will focus on maintaining momentum by developing and refining our forward pipeline of compelling and unmissable exhibitions, programs and digital experiences. Plans for the year ahead include:

- Development of an outbound touring program, commencing with Museums Victoria’s exhibition *Illuminate: How Science Comes to Light*.
- Delivery of a Birrarung and First Peoples temporary gallery exhibition program in the Bunjilaka Aboriginal Cultural Centre, starting with an installation for NAIDOC Week 2023 celebrating the importance of Elders in our communities.
- *Relics: A New World Rises* will open as a surcharged exhibition in the Upper West Gallery of Melbourne Museum in September. Featuring the creations of Jackson Harvey and Alex Towler, the 2020 winners of *LEGO Masters™*, this exhibition brings together the world of LEGO® with messages of sustainability and reimagining.
- Our cultural, industry, community and event partnerships, including the Melbourne International Comedy Festival, Melbourne Design Week and Midsumma Festival, will continue to deliver an annual program of experiences.
- Filming is currently underway for *Country is always talking*, the First Peoples interpretive layer and digital content to be installed in the Melbourne Museum Forest Gallery. This experience is scheduled to open in 2024 and is supported through a grant from the John T Reid Charitable Trusts.

Strategic objective 2:

Museums Victoria Research Institute develops the State Collection to create knowledge, inspire enquiry and connect people, places and culture

Museums Victoria has an international reputation as a leading museum research organisation and a trusted source of insight into our region's big contemporary and historical questions.

Our collections and research focus on subjects and material where there is regional relevance, where we have global comparative advantage or where they are required to provide unmissable museum experiences.

Performance against our Strategic Plan

- ✓ Opening of the Research Institute Gallery to showcase Museums Victoria's active research program and build awareness of new scientific research and discoveries.
- ✓ Ground-breaking research voyage on the RV *Investigator* to conduct deep-ocean research around Christmas Island.
- ✓ Commencement of two new Australian Research Council (ARC) projects with Museums Victoria as a key industry partner.

In its first year of operation, the Museums Victoria Research Institute has strengthened its standing as a world-leading multidisciplinary and collaborative centre for research.

Among a number of important Research Institute projects underway in 2022–23 was an ongoing study into methods of cultivating living cells that can be used to enhance genetic diversity in wild populations. The living cells are stored at around –196°C in a cryofacility within The Ian Potter Australian Wildlife BioBank at Melbourne Museum and can be kept alive for centuries. Museums Victoria is currently the only Australian museum conducting research into these techniques, which has been generously supported by philanthropic funding from Equity Trustees Charitable Foundation – The Holsworth Charitable Gift.

In 2022–23 Museums Victoria commenced as a key industry partner on two new Australian Research Council (ARC) projects:

- *ARC Linkage project, "Repairing memory and place: an Indigenous-led approach to urban water design"* – Led by Monash University, this project intends to integrate First Peoples' ways of knowing with everyday urban water management to achieve a more sustainable water future, focused on bayside Melbourne.
- *ARC Centre of Excellence for Indigenous and Environmental Histories and Futures project* – This project, led by James Cook University, aims to generate new knowledge based on Aboriginal and Torres Strait Islander-led approaches to managing Land and Sea Country.

Museums Victoria also continued our work with German museum and university partners on Australian natural history collections held in Berlin, as part of the Berlin Australian Archive research project. The project is investigating how First Peoples' cultural knowledge associated with these collections can be analysed, made accessible to First Peoples communities of origin, cared for as shared heritage and presented in a respectful and collaborative manner. The project is led through Potsdam University and Trier University and funded by the Lost Art Foundation (Germany).

Museums Victoria also completed fieldwork for a study into the impacts of bushfires in the Little Desert region of western Victoria supported by philanthropic funding from The Ian Potter Foundation. For further information on this field research, please refer to Museums Victoria in Regional Victoria (page 32–33).

RV *Investigator* – a ground-breaking research voyage

In October 2022, a team of scientists from the Museums Victoria Research Institute embarked on a deep-sea research voyage exploring vast, prehistoric 'seamounts', or undersea mountains, in the remote waters of Christmas and Cocos (Keeling) Islands.

Departing from Darwin on CSIRO research vessel (RV) *Investigator*, the 35-day, 13,000-kilometre voyage through the remote waters of Christmas Island and the Cocos (Keeling) Islands undertook a series of deep-ocean surveys at abyssal depths more than 5,500 metres below the surface.

Led by Museums Victoria Research Institute in collaboration with CSIRO, Parks Australia, Bush Blitz and a team of partner museums and universities, the voyage completed a research project that Museums Victoria commenced in 2021 with the first biodiversity survey of these remote waters.

The research findings provide valuable insights into the diverse fish life existing in the areas above the summits of the seamounts. The team also successfully generated detailed three-dimensional images of the massive mountain beneath the Cocos (Keeling) Islands, which had not been previously mapped in such detail. Ongoing analysis of the collected specimens is expected to lead to significant discoveries about the region's biodiversity.

Two international repatriations took place during the year. In March 2023, six significant items of cultural heritage were repatriated to the Millbrook Cultural and Heritage Centre, in Nova Scotia, Canada. In May 2023, three Ancestors were returned to the Ainu Hokkaido and Enciw (Sahkalin) Associations in Japan, with the assistance of the Japanese Government.

Showing cutting-edge research from Museums Victoria Research Institute

In March 2023, Museums Victoria unveiled a new permanent exhibition at Melbourne Museum showcasing world-class research from the Museums Victoria Research Institute.

The Research Institute Gallery provides visitors with a unique view behind the scenes at the breadth of research conducted at Museums Victoria, in areas such as marine biology, geology, paleontology and mineralogy. Visitors can find out about our latest scientific research, see a selection of rare and valuable specimens from the collections and learn about the critical role of museum-based research in addressing major environmental challenges.

Designed as a dynamic space that allows for regular updates, the gallery currently features Museums Victoria's deep-sea research from the recent RV *Investigator* sea-voyage and fossils discovered by 'citizen scientists' on the shores of Port Phillip Bay.

The Research Institute is responsible for the care of the State Collection, currently estimated at 15 million items, that is held in specialised storage facilities at Melbourne Museum, Scienceworks and in the Merri-bek Annexe. In 2022–23, work continued on the multi-year Collection Storage Upgrade Project, supported by a Victorian Government grant. These important works are designed to assist Museums Victoria in addressing storage needs for the State Collection and include upgrades to existing facilities systems.

Work also continued on the restoration of the Great Melbourne Telescope towards the goal of restoring it to its original 1870s appearance with the integration of a modern optical system. When works are complete, the telescope will be equipped to once again explore the southern skies – but in the meantime, it remains on display in the engineering workshop at Scienceworks while restoration is underway. This ambitious project is a joint venture partnership of Museums Victoria, the Astronomical Society of Victoria and Royal Botanic Gardens Victoria, with major funding from Creative Victoria, The Copland Foundation, The Myer Foundation, The Ian Potter Foundation, The King Family Foundation, H.V. McKay Charitable Trust, and volunteer support from Swinburne University of Technology.



Museums Victoria staff member presenting for Science Week in the Research Institute Gallery, Melbourne Museum
Source: Museums Victoria | Photographer: Phoebe Powell

During 2022–23 Museums Victoria drew upon the State Collection to provide online and onsite responses to key events:

- In September 2022, Museums Victoria marked the passing of Her Majesty Queen Elizabeth II with a commemorative display of items from the State Collection related to her Australian tours.
- During October 2022, Museums Victoria presented an online selection of LGBTQIA+ items from the State Collection, to help mark LGBTQIA+ History Month in Australia.
- John Landy’s State Memorial Service in December 2022 was marked by a pop-up display of the tracksuit he wore during the 2006 Melbourne Commonwealth Games opening ceremony, along with the Queen’s Baton.
- A pop-up display at Melbourne Museum marking National Sorry Day on 26 May, featured a commemorative wreath adorned with the Stolen Generation Flower.

Looking ahead

The vision of the Research Institute is to leverage Museums Victoria’s unique strengths as a globally leading research organisation to deliver a multidisciplinary and collaborative research program. Some of the important work in the coming years is listed below:

- Planning is underway to return the Donald Thomson collection to the University of Melbourne by the end of 2025–26. The Donald Thomson collection, which includes First Peoples’ cultural objects and natural history specimens, has been on long-term loan to Museums Victoria since 1973.
- Restoration works on the Great Melbourne Telescope will continue with an aim to complete 90% of the restoration project by the end of 2025–26. The Great Melbourne Telescope is on display at Scienceworks during the restoration period.
- Museums Victoria will also continue as a key industry partner in Australian Research Council (ARC) projects over the coming years. The ARC Centre of Excellence for Indigenous and Environmental Histories and Futures project, which has been funded over a seven-year period, expects to make a legacy contribution by developing complementary Indigenous and Western knowledge frameworks for modelling environmental, cultural, and historical change in Australia over the last millennium and into the near future.
- Research partners from Museums Victoria and the University of Melbourne have received approval to proceed with five interdisciplinary project proposals under the 2023 McCoy Project Seed Fund Scheme, which will commence in the coming financial year.



Ausecuma Beats performing at Nocturnal, Melbourne Museum
Source: Museums Victoria | Photographer: Tobias Titz

Strategic objective 3:

Museums Victoria welcomes and celebrates diversity and is accessible to all

Our destinations, experiences, people and audiences reflect the diversity of contemporary Victoria.

Performance against our Strategic Plan

- ✓ Museums Victoria has delivered or commenced all programs under the Melbourne City Revitalisation Fund.
- ✓ Season One of the Culture Makers program commenced.
- ✓ The Museums Victoria Regional Engagement Plan 2020–2025 has been fully implemented.
- ✓ Museums Victoria's Outreach Program delivered face-to-face education programs to 35,637 kindergarten, primary and secondary school students.
- ✓ A suite of new programs and events delivered to ensure Immigration Museum remains a vibrant centre of culture and identity.

Museums Victoria is dedicated to advancing equity and inclusion in everything that we do. Across 2022–23 we celebrated diversity and continued our efforts to make our museums welcoming and accessible places for all our visitors, volunteers and staff.

As one of Victoria's leading cultural organisations, we recognise the important role our museums play in supporting initiatives to revitalise the city and the creative industries sector. Our commitment to driving recovery across the sector continued in 2022–23 with exciting programs and events for all audiences at Melbourne Museum and Immigration Museum, thanks to the support of the Melbourne City Revitalisation Fund, a Victorian Government and City of Melbourne partnership:

- *Saturday Sessions* (Melbourne Museum) – Saturday Sessions featured late-night openings at Melbourne Museum each month from July to December 2022. More than 13,000 people attended these popular events which included live music, food pop-ups and curator talks, as well as the opportunity to experience exhibitions such as *Tyama: A deeper sense of knowing*, *Pink Diamonds*, and *Triceratops: Fate of the Dinosaurs*. A diverse range of creative practitioners were engaged across the Saturday Sessions program including four First Nations speakers and performers.
- *Summer of Play* (Melbourne Museum Plaza) – From January to February, the free and accessible *Summer of Play* installation transformed the Melbourne Museum

precinct with colourful pathways, playful installations of swings and seesaws and a dedicated performance area for events for all ages. Plaza Sessions every Friday and Saturday in January animated the installation with music and food trucks and included twilight tours of the Royal Exhibition Building Dome Promenade, late-night access to *Tyama* and unique catering as part of the summer activation.

- *Wellbeing Within* (Immigration Museum) – This innovative health and wellbeing program launched at Immigration Museum in September 2022, building on global interest in the role museums can play in supporting community wellbeing. This free series invited Melbourne CBD residents, workers and international students to join in a range of restorative programs that included meditation, sound healing, yoga, Tai Chi, and Qigong. Response to *Wellbeing Within* was enthusiastic, with 2,235 attending across the program.

Midsumma celebrations at Museums Victoria

The 2023 Midsumma Festival ran from 21 January to 12 February 2023 and featured programs and activations at Melbourne Museum and Immigration Museum.

Events at Immigration Museum included *The Body is More Than This*, an exhibition exploring gender diverse bodies curated by Kin Francis, and an accompanying event, *Boundless*, featuring performances by Cerulean, Mora Money, Miss Cairo, KSMB and Tinika. The Immigration Museum also presented *A Night at the Museum*, which has become established as an annual event for LGBTQIA+ youths, presented in partnership with Minus18.

Nocturnal x Midsumma at Melbourne Museum featured ARIA Award winning neo soul singer, Kaiit, along with live performances, pop-up bars, curator talks and access to the Museum's exhibitions.

A broad array of exhibitions and events presented during 2022–23 at Immigration Museum further strengthened its role as a vibrant centre of identity and culture for Melbourne and Victoria.

In September the installation *Hanging by a Thread: Mosaic for Afghan Women*, opened at Immigration Museum to coincide with UN World Peace Day. The artwork forms part of a worldwide project aimed at raising awareness of the challenges faced by Afghan women, and involved 74 Victorian artists and community members.

Museums Victoria marked the Lunar New Year on 21 January 2023 with a day of celebration at Melbourne Museum including lion and dragon dance performances, children’s activities, late-night DJs and food trucks in the Museum Plaza. Melbourne Museum’s Market Café released a temporary menu featuring traditional Lunar New Year cuisine and the retail store featured Lunar New Year inspired products.

In March, the African Music and Cultural Festival once again brought the tastes and rhythms of Africa to the Immigration Museum, enjoyed by an enthusiastic audience of more than 1,100 visitors. This day-long festival celebrated the unique cultures and traditions of Africa through a program that included drum classes, fashion parades, live music, art, poetry and African cuisine.

In June, Festa Della Republica was celebrated at Immigration Museum with a magnificent evening of world-class opera in the historic Long Room. The event highlighted Immigration Museum’s role in preserving multicultural life and sharing the stories of Italian migrants and their indelible contributions to the Victorian community over many generations.

The *Sutr Santati* Symposium was delivered during the opening weekend of *Sutr Santati: Then. Now. Next.* in May. Led by Lavina Baldota, Curator of the *Sutr Santati* exhibition, and Benjamin Divall, Independent Textile Curator, the symposium outlined historical and contemporary contexts, explored technique, motif and fibre and brought together in conversation Australian and Indian makers and creators.

Museums Victoria’s strategic philanthropic partnership with the Scanlon Foundation commenced this year with the launch of the inaugural Culture Makers program. With the goal of enhancing participation, diversity and belonging across Museums Victoria’s audiences and workforce, the program’s first exhibition, *What is your Gov’ment Name*, featured works by Melbourne-based Ethiopian-Norwegian artist Olana Janfa. Season One of Culture Makers also featured:

- Kenyan-born, Melbourne based artist/model Maleik Njoroge, whose chess simulations at Immigration Museum in May encouraged reflection on chess, art and community.
- The WALA Drum and Dance Ensemble from Ghana, West Africa, who presented a workshop of call and response songs, drumming and dance at the Immigration Museum.
- Game designer Michelle Chen whose program invited international students to use digital gaming to create an online universe and their own Melbourne ‘skin’.

- Site-responsive artist and curator Autumn Tansey, who created a live harp performance and meditative experience for the Planetarium, aimed at encouraging discussion about our natural environment.

As a leading education provider, Museums Victoria works to ensure that – wherever they are – every school student in Victoria has access to the knowledge and unique learning experiences that our museums provide. The 2022–23 financial year saw the full implementation of Museums Victoria’s Regional Engagement Plan 2020–25, which has delivered a wide array of educational programs into schools in regional areas across Victoria. The Museums Victoria Outreach program’s delivery model ensures a minimum of 35% of our audiences are located in regional Victoria, providing excellent access to Museum programs and collections for people living in rural areas. Across 2022–23, 19,587 students from regional areas including Horsham, Wangaratta, Bendigo and Shepparton regions, attended Museums Victoria Outreach Education Programs.

This year also saw the completion of the Victorian Government’s *Positive Start* initiative, led by the Department of Education and designed to boost the physical and emotional health of primary and secondary students following the pandemic. Through this initiative, Museums Victoria delivered education programs in regional Victoria every week in Terms 2 and 3 in 2022, reaching more than 20,000 students.

Further information regarding Museums Victoria’s regional work is detailed in Museums Victoria in Regional Victoria (pages 32–33).

Rainbow Threads

This year Museums Victoria launched *Rainbow Threads*, an exhibition series celebrating the diverse styles and LGBTQIA+ stories within Museums Victoria’s clothing and textile collections. The first showcase, unveiled to mark Trans Day of Visibility on 31 March, featured the wedding dress worn by actor, writer and transgender rights activist Georgie Stone OAM on *Neighbours*.

The second display was revealed on 17 May to coincide with IDAHOBIT (International Day Against Homophobia, Biphobia, Intersexism and Transphobia) and featured costumes from the iconic Xchange Hotel in South Yarra including a cape worn by Dorreen Manganini, one of the first Aboriginal drag performers.

Three more showcases will be presented during 2023, aligned with significant days in the LGBTQIA+ calendar: Non-Binary Peoples Day on 14 July, International Lesbian Day on 8 October and World AIDS Day on 1 December.

Looking ahead

Museums Victoria has a number of exciting contemporary experiences and events commencing in the coming year:

- Season One of Culture Makers will continue with a live program of traditional and contemporary Māori performance art, curated by Māori visual and vocal storyteller Irihipeti Waretini. Preparations are also well underway for Season Two, with an announcement of the artists and creatives selected for the program planned for later this year. Culture Makers is made possible through a four-year strategic partnership with the Scanlon Foundation to advance participation, diversity and belonging across our workforce and museums.
 - Museums Victoria is partnering with City of Melbourne to deliver a new large-scale festival, Now or Never.
- Several exciting festival experiences will take place at Melbourne Museum and the Museum Plaza in August, with a cutting-edge program of events for all tastes and including an array of music performances at the Royal Exhibition Building.
- Museums Victoria partnered with the Australian National Academy of Music (ANAM) to present the ANAM Quartetthaus at the Melbourne Museum Plaza in May 2023. The ANAM Quartetthaus is a specialised listening space created to experience the art of the string quartet, and seats just 52 audience members in two circles around a central performance platform. The partnership will continue in 2023–24 with performances on the Melbourne Museum Plaza in August.



Drum Making Workshop as part of a two-day celebration of the stories, songs, and dances of the Ga-Dangme people of Ghana, Immigration Museum
Source: Museums Victoria | Photographer: Rodney Start

Strategic objective 4:

Museums Victoria equips today's generations for tomorrow by leading research, education and engagement in science and STEM

We communicate science, engage industry and break down barriers to science literacy and STEM to develop skills for the future.

Performance against our Strategic Plan

- ✓ Scienceworks collaborated with multiple research education partners including the Australian Space Agency and Deakin University.
- ✓ The first STEM and Design Workshop, Curiosity is a Superpower, was sold out with positive reviews.
- ✓ Multiple digital learning programs were delivered including the award-winning FlushBack augmented reality (AR) at Scienceworks.

Museums Victoria is uniquely positioned to inspire engagement with science for all audiences by breaking down cultural and gender barriers that prevent participation. Through our museums, education programs and events, we play a critical role as a champion of STEM learning, building the skills and science literacy that will be essential to create a sustainable future.

We were proud to host the launch of National Science Week at Scienceworks in August 2022, kicking off a week-long celebration of science across all our venues. Museum activities included a full-dome experience at the Melbourne Planetarium with Museums Victoria expert, Dr Tanya Hill, and presentations at Melbourne Museum with Museums Victoria's experts in fields as varied as palaeontology, marine biology, herpetology, entomology and mineralogy.

In May, Scienceworks and Melbourne Museum became major hubs for Melbourne Design Week. As part of an ongoing partnership with the Australian Space Agency, Scienceworks presented *Design Beyond Earth* with events including Planetarium shows, multiple *Future Forums* discussions on space exploration, and Curiosity is a Superpower, a half-day STEM workshop themed for girls and non-binary people aged 10-12. Additional programs including the *Future Forums* event, Future Human Health, were held at Melbourne Museum with new partner Australian MedTech Manufacturing Centre (AMMC).

This year Scienceworks continued its research partnership with the Consumer-Analytical-Safety-Sensory (CASS) Food Research Centre through 2022-23, with the "Children's Eating and Weight Study (CHEWS)" held in the STEM Lab throughout spring school holidays. This study provided

valuable data to researchers about children's eating habits while educating children and parents on how a scientific study is conducted.

Scienceworks also partnered with VicHealth on the "What's Hiding in a Vape?" campaign, shining a light on the harmful chemicals contained in e-cigarettes (vapes). A visually striking 'vape cloud' installation was unveiled at Scienceworks in June 2023 and will be on display until the first week of August 2023.

Combatting biodiversity loss – Dr Jane Goodall in Conversation

August 2022 saw Museums Victoria host world-renowned ethologist and conservationist Dr Jane Goodall DBE in an exclusive discussion about the decline in the world's biodiversity and her community-based approach for tackling this growing issue.

Dr Jane Goodall in Conversation was the fifth instalment in Museums Victoria's *Future Forums* discussion series and also featured Associate Professor Jane Melville AM, Senior Curator of Terrestrial Vertebrates from Museums Victoria Research Institute, and internationally acclaimed scientist, writer and conservationist, Professor Tim Flannery. The sold-out discussion covered projects to combat biodiversity loss being delivered by the Jane Goodall Institute, and the vital role community engagement plays in effective environmental protection.

The Melbourne Planetarium at Scienceworks was a popular destination for audiences across 2022-23. In February, the Planetarium presented the Dome Under Film Festival, the only fulldome film festival in Australia, with 25 award-winning fulldome-format films from 14 countries presented in seven themed sessions: Astronomy, Mind Blowing Art, Animation, World Stories, Art Meets Science, Families and Kids Films. Most sessions sold out, with a total of more than 1,300 tickets sold across the series.

This year the Melbourne Museum Learning Lab expanded its offering with new programs created to meet a growing demand for accessible, science-based content for children and their parents, carers and families including Bite Size Science, generously supported by Sara James and Andrew Butcher. Drawing on First Peoples' knowledge, science research and the State Collection, Bite Size Science focuses on intergenerational learning to inspire families to engage more in conversations around science. Sensory-friendly events of Bite Size Science were also offered for autistic people and their friends and family.

FlushBack, an award-winning augmented reality experience

In October 2022, Museums Victoria debuted FlushBack, a new Augmented Reality (AR) experience that brings science and history to life at one of Australia's most important industrial heritage sites, the Spotswood Pumping Station at Scienceworks.

FlushBack is the result of a partnership between Museums Victoria and Melbourne Water, with the goal of using AR technologies and IRL (in real-life) gamified experiences to engage audiences in the Pumping Station's impressive engineering history while also enhancing water-literacy and understanding of the water-cycle. The experience has proved highly popular with visitors and received Australian Museums and Galleries Awards for interpretation, learning and audience engagement and Digital Learning Experience.

Looking ahead

Museums Victoria is committed to further enhancing our reputation as a leading centre for scientific exploration, encompassing a wide range of inquiry-based science experiences, cutting-edge scientific research, STEM education initiatives and immersive digital learning opportunities. New initiatives planned for the coming year include:

- Museums Victoria is collaborating with Deakin University's Institute for Physical Activity and Nutrition on the research study, "Connecting the Dots: the Science

of Movement". This research project began onsite at Scienceworks during the winter school holidays and offers young visitors a chance to participate in interactive research by visiting Deakin University's Science of Movement pop-up experience.

- A science curriculum-linked program related to Gandel Gondwana Garden at Melbourne Museum, supported by a Victorian Challenge and Enrichment Series grant. This new 90-minute program, *Exploring Deep Time*, will take students on an immersive journey to engage with the big questions of our time.
- An exciting *Future Forums* event in August 2023 with world-renowned environmentalist and scientist, Dr David Suzuki, in conversation with journalist Natasha Mitchell.
- The remaining four Science is a Superpower workshops will take place at Scienceworks in the coming year. Designed to complement the Science is a Superpower video series, these workshops will explore how strength, curiosity, calmness, energy and kindness are useful when working within STEM. Participants will engage in design challenges, conduct experiments, speak to real-world STEM experts and meet like-minded tweens.
- The Learning Lab experience will be amplified with at least four workshops across the year, including a Digital Art Class which uses objects from Museums Victoria's collection to inspire audiences to discover the wonders of digital drawing and scientific illustration.



Museums Victoria staff member and baby Triceratops puppet 'Trio' with child audience members, Science Week, Melbourne Museum
Source: Museums Victoria | Photographer: Eugene Hyland

Strategic objective 5: Museums Victoria is a sustainable and thriving organisation

We grow our social and economic value through our diverse and high-performing workforce, strong, meaningful brands and our environmentally and financially sustainable operations.

Performance against our Strategic Plan

- ✓ Museums Victoria's Gender Equality Action Plan was published.
- ✓ Our First Peoples Cadetship program and Elder in Residence commenced.
- ✓ Museums Victoria Net Zero Roadmap initiated.
- ✓ Our Social and Value Economic Impact report helped define and quantify the diverse benefits Museums Victoria provides for Victorians.

Museums Victoria's successes are underpinned by initiatives that strengthen the resilience and sustainability of our organisation. This year our priorities included projects to support and foster diversity, strategic renewal of our systems and facilities, increased growth of our commercial operations and growing our community of partners and donors.

Museums Victoria is dedicated to developing and maintaining a high performing workplace that is diverse, safe and reflective of Museums Victoria's values. This commitment has informed the development of a Cultural Safety Plan and Cultural Safety Framework for Museums Victoria which commenced this year. The plan, which will be finalised in the coming financial year, will promote and support inclusivity, equity, and respect for diverse cultures across all areas of operation.

Museums Victoria's Inclusion Working Group (IWG) was established during the year to inform the program of activities funded through the Scanlon Foundation partnership. The IWG provides targeted advice and oversight of initiatives related to workforce diversity, development and inclusion, connecting audience engagement with culturally diverse communities and Culture Makers.

The First Peoples Cadetship program was launched in 2022–23, providing paid opportunities for five students across metropolitan Melbourne and regional Victoria. Cadets are able to customise their experience around their areas of interest, with opportunities offered across Sciences, Curatorship, Collection Management, Conservation, Exhibitions and Experiences and First Peoples' histories

and cultures. The Cadetship program aims to create career pathways and opportunities for First Peoples youth to learn in all areas of our museums and has been made possible through generous multi-year support from the The Hugh D.T. Williamson Foundation.

This year also saw Uncle Larry Walsh appointed to Museums Victoria's Elder in Residence program, which has been created to foster and strengthen connections between First Peoples Elders, First Peoples youth and Museums Victoria staff. This important initiative will help ensure our museums are culturally safe spaces, while building cultural knowledge among staff and supporting First Peoples identity, health, and well-being. The program has been made possible through support from multiple private donors.

More information on Museums Victoria's workplace strategies and culture is included in Our Workplace Culture (*page 64*).

Museums Victoria recognises the critical issue of environmental sustainability and the need to address the impacts of human activity on the environment, biodiversity and the wellbeing of communities. This year saw two important initiatives: the commencement of Museums Victoria's Sustainability Action Plan and initiation of our Net Zero Roadmap.

The Sustainability Action Plan provides a systematic approach to the way Museums Victoria considers climate change in decision making, policies and processes, and aligns with the Victorian Government targets set out in the *Climate Change Act 2017*. The Net Zero Roadmap outlines a path for Museums Victoria to achieve net zero emissions by 2030 through reductions in Scope 1 and 2 emissions and includes the investment required to achieve this target, as well as estimates of the cost offsets that can be achieved.

For further information about Museums Victoria environmental sustainability efforts please refer to our Environmental Reporting section (*pages 46-51*).

This year a focus of Museums Victoria's Marketing and Communications team has been building our relationships with our local audiences post-pandemic while implementing new strategies and digital initiatives to support ongoing growth of local and tourism visitors. Over the course of the year, Museums Victoria achieved exceptional reach and

engagement through digital marketing campaigns, including an average of 9.8 million impressions each month from integrated digital marketing advertising campaigns.

This year saw tourism markets recovering from the lows experienced during the pandemic. Museums Victoria's tourism partnership with the City of Melbourne was an important contributor to the success of *Tyama: A deeper sense of knowing*, with promotions across a variety of platforms including billboards, Bourke St Mall visitor booth wraps and digital displays throughout the city. Visit Victoria also played a major role in promoting *Tyama* and the Royal Exhibition Building Dome Promenade.

Other successful tourism and media partnerships included a Media Partnership with *Herald Sun* for the Royal Exhibition Building Dome Promenade experience and Jetstar and V/Line, which included regional train wraps and posters that increased visibility for major museum attractions such as *Triceratops: Fate of the Dinosaurs* and Gandel Gondwana Garden.

A record breaking year for IMAX Melbourne

IMAX Melbourne has enjoyed a very successful year, surpassing \$2 million in gross profit. More than 288,000 visitors enjoyed a full schedule of documentaries and blockbuster films on the world's largest cinema screen, making it our busiest admissions year since 2010–11. A highlight was the phenomenal success of *Avatar: The Way of Water 3D*, which – with more than 63,000 attendees – was the second highest grossing movie in IMAX Melbourne's history.

Museums Victoria saw strong performance across its commercial activities, with outstanding results at IMAX Melbourne, Museum Spaces events, retail and the car parks at Melbourne Museum and Scienceworks, which exceeded pre-pandemic results for both usage and revenue.

The Royal Exhibition Building also saw its year-round program returning to pre-pandemic levels, with signature events such as Motoclassica, the PayPal Melbourne Fashion Festival and the Melbourne International Flower and Garden Show, which attracted an impressive 108,000 attendees. The building was also host to more intimate events produced by the Museum Spaces team, including opulent Mother's Day high teas, which were fully sold out.

Museums Victoria's retail offerings continued to expand in 2022–23 with new product lines for the Royal Exhibition Building and the "Meet me at the Museum" range, a whimsical collaboration between Halcyon Nights and Melbourne Museum designed by the talented Beci Orpin.

Museums Victoria's social and economic impact

Independent research by Urban Ethos this year has helped define and quantify the diverse benefits that Museums Victoria provides for Victorians.

The research revealed that for every \$1 of Victorian Government investment, \$2.20 was generated for the Victorian economy, and that Museums Victoria's diverse activities create social value of \$725 million for Victorians each year. In addition to demonstrating our return on investment, this significant research will assist Museums Victoria to prioritise activities that are most important to Victorians and enable us to communicate our value more effectively.

The insights from Urban Ethos' research show that Museums Victoria is valued by Victorians as a source of truth, a custodian of knowledge and a facilitator of research, repatriation, and education. As storytellers of Australian history, First Peoples' culture and art, and scientific discovery, we are a catalyst for inspiration, exploration and empowerment.



Mothers Day high tea event, Royal Exhibition Building
Source: Museums Victoria | Photographer: Colourfield Production

Launched in 2022, the Museums Victoria Foundation will provide a sustainable source of funding for our future strategic priorities and most impactful projects. Along with bequests and generous support from our philanthropic partners and our valued community of donors, plus grants received from trusts and foundations, we are able to create a lasting impact for the Victorian community – now and into the future.

Museums Victoria is extremely thankful for the continued support from our donors and Director's Circle Patrons. This year we received significant and generous donations, including a visionary endowment from Vivian Nadir and Susan Narodowski in memory of their parents, Sam and Nina Narodowski. Other significant contributions included funding from the Scanlon Foundation, John T Reid Charitable Trusts, the H.V. McKay Charitable Trust, The King Family Foundation, Telematics Trust, the Estate of Victor John Wilks via State Trustees, and the Estate of Mark Evan Freehill.

We also welcomed the generous support of donors and philanthropic partners including the Piers K Fowler Scholarship Fund, Foundation for Rural and Regional Renewal, Wettenhall Environment Trust, Cybec Foundation, the Twycross family, Sara James and Andrew Butcher, Nicholas Marasco and Alexandra Augustine, Glenda and Greg Lewin AM, Lorraine Callister, and gifts in memory of Rosalie Blakeley and Dr Leon Taft.

Museums Victoria's annual fundraising appeal, "Impact Today. Inspire Tomorrow" launched in May with the goal of building awareness and support for key museum initiatives that included the Museums Victoria Research Institute, learning and education, and two important, major restoration projects: the Royal Exhibition Building dome murals and the Great Melbourne Telescope.

Museums Victoria's corporate partners are vital to supporting Museums Victoria to achieve its strategic goals, and this year we were thrilled to welcome new partnerships with Simba Global for the *Sutr Santati: Then. Now. Next.* exhibition and Four Pillars Gin for the Nocturnal event presented in partnership with ALWAYS LIVE.

Museums Victoria also continued to collaborate with Colour Partner, Taubmans for colour, paint and expertise in the creation of museum exhibitions and galleries such as *Sutr Santati: Then. Now. Next.* and the Royal Exhibition Building Dome Promenade exhibition.

VicHealth and Museums Victoria share a commitment to creating environments that support the health and wellbeing of children and families. Our partnership continued to provide creative engagement and education opportunities for children and families this year through initiatives such as the distribution of the children's activity book collaboration, *The Day a Triceratops Turned Up*, to every public library in Victoria through the Public Libraries Victoria conference, and the "What's Hiding in a Vape?" installation at Scienceworks.

Through the media partnership with *Herald Sun* (News Corp Australia), the *Fantastic Beasts™: The Wonder of Nature* exhibition was supported by exclusive editorial coverage across the *Herald Sun's* V-Weekend and *Herald Sun's* digital channels. The exhibition was also supported by a competition promoted to subscribers of the *Herald Sun*, *Geelong Advertiser* and *The Weekly Times*.

Looking ahead

In 2023–24 Museums Victoria will further strengthen the financial performance of our commercial and philanthropic activities while continuing to develop our workforce and sustainable operations. Key projects include:

- Delivery and first phase of implementation of Museums Victoria's Cultural Safety Plan and Cultural Safety Framework.
- Launch of the Cultural Diversity Recruitment Research Project in collaboration with the Scanlon Foundation.
- Finalisation of the business case for the refurbishment of the IMAX Melbourne foyer to allow more efficient and effective service levels during high trade periods.



Performer at Museum Member Annual Party: Introducing Gandel Gondwana Garden, Melbourne Museum
Source: Museums Victoria | Photographer: Colourfield Production

Museums Victoria in Regional Victoria

Serving All Victorians

Museums Victoria's reach and impact across Victoria is exceptional. Each year we are active in every local government area across the state through our education and outreach programs, object loans, research and field work.

With a focus on collaboration and exchange, our regional engagement celebrates and deepens our connections with our state's regional places, people and stories.

Education and Outreach

Museums Victoria Outreach

Museums Victoria is a leading contributor to the state's education sector, inspiring its audiences to engage in life's deep mysteries and big questions. Our Outreach program brings rich museum learning experiences to audiences across metropolitan Melbourne and regional Victoria, crossing social barriers and providing education experiences to people who may not otherwise be able to access the state's major cultural institutions. In 2022–23, 35,637 students across Victoria attended Outreach programs with 19,587 of them from regional Victoria.

Accessible online programs are an increasingly important way to bring the best of museum learning to remote classrooms and audiences. Virtual learning programs were delivered to more than 5,700 students across Victoria throughout the year, and included webinars and streamed educational content on topics such as *Deep Sea Discovery*, *Dinosaurs and Fossils* and *What is a Bug?* In the virtual Learning program *Knowledge of Country*, students are asked to consider how different knowledge, perspectives and views influence our ideas about sustainability and how our world should be cared for. This program, which connects to the *First Peoples* exhibition in Bunjilaka Aboriginal Cultural Centre, was delivered to almost 1,000 students.

This year, funding from the Victorian Government's *Positive Start* program allowed us to expand our delivery model to include primary and secondary schools. This enabled the Outreach program to present two popular programs, *Dinosaurs... traces of the past* and *Robotics on the road*, at primary and secondary schools in towns across regional Victoria including Horsham, Wangaratta, Bendigo and Shepparton regions.

The program reached a significant number of the schools from communities experiencing social and economic disadvantage.

In 2022–23 Museums Victoria launched two redeveloped Outreach programs:

- *Ocean Wonders* – This program helps children develop a respect for ocean life as they learn about shells, sharks and ancient marine animals that lived millions of years ago, using games, stories and real objects from the Museums Victoria collection.
- *Australian Animals and Megafauna* – This program combines activities and taxidermy specimens to introduce children to Australia's unique, extinct ancient megafauna and the importance of looking after the environment.

The Outreach team also delivers Museum in a Van programming at festivals and special events throughout Victoria. This year that included pop-up museum experiences at Horsham Plaza during the Autumn school holidays that attracted more than 10,000 visitors, with programs themed around robots, dinosaurs, Horridus the *Triceratops* and *Koolasuchus*, Victoria's State Fossil Emblem. Pop-up experiences were also delivered at Government House Open Day on Australia Day, and the Little Food Festival in Federation Square, Melbourne.

Future Innovators

The Future Innovators initiative aims to increase the confidence and capacity of early childhood educators to support STEM learning outcomes as part of Museums Victoria's broader strategies to increase engagement in sciences and STEM at all ages. Future Innovators has led to improved learning and development outcomes for more than 40,000 children in 68 (86%) local government areas across Victoria.

Research, Collecting and Fieldwork

Museums Victoria Fieldwork

In October 2022, Research Institute scientists completed fieldwork for a study into the impacts of bushfires and fire management strategies on reptiles and invertebrate animals in the Little Desert region of western Victoria.

These small creatures are important parts of the ecosystem, but little is known about how fire affects them. Work during the coming year will see further sorting and identification of samples from these biodiversity surveys, to provide new insights and understanding of the impacts of different fire regimes. This fieldwork and research is essential to creating effective conservation and management strategies and was enabled by generous support from The Ian Potter Foundation.

Looking Ahead: Monitoring the endangered Australasian bittern

Museums Victoria and the Eastern Maar Aboriginal Corporation are working together to pioneer an innovative citizen-science project that will empower local communities while helping to preserve one of Australia's most threatened birds.

Detecting Australasian bitterns is particularly challenging due to their broad distribution and highly effective, cryptic coloration that makes them almost impossible to spot in the wild. Using a combination of digital acoustics and ground-breaking genetic sequencing methods, this project will monitor possible bittern sites to determine whether the birds are present, while documenting other species in the wetland locations.

By working directly with the Eastern Maar Aboriginal Corporation and other community groups, the survey areas can be broadened, creating valuable conservation training and employment opportunities. Successfully delivered, these pioneering, community-accessible approaches will provide an important model for future citizen-science projects that embed new skills in communities and strengthen connections between Indigenous and non-Indigenous knowledge systems.

Temporary exhibitions on view during 2022–23

Location	Exhibition	Dates	Description
Immigration Museum	<i>Becoming You: An incomplete guide</i>	November 2020 – April 2023	<i>Becoming You</i> presents 71 Australian coming of age stories by 72 storytellers in all their diversity. These personal experiences traverse landscapes of time, gender, orientation, culture, age, and distance, reflecting the Immigration Museum’s commitment to celebrating our shared humanity.
Melbourne Museum	<i>Top Designs 2022</i>	April 2022 – July 2022	<i>Top Designs</i> is a multidisciplinary exhibition celebrating some of the finest works created by VCE and VCE VET students from 2021. The exhibition serves to inspire current and future VCE and VCE VET students and features works ranging from furniture, fashion, film and graphic design, to engineering, web design, sound design and more.
Melbourne Museum	<i>Open Horizons: Ancient Greek Journeys and Connections</i>	April 2022 – August 2022	A collaboration between Museums Victoria and the National Archaeological Museum to mark the 200th anniversary of the Greek War of Independence, <i>Open Horizons: Ancient Greek Journeys and Connections</i> features some of the most significant objects from the National Archaeological Museum in Athens, home to the world’s richest collection of artefacts from Greek antiquity.
Scienceworks	<i>Illuminate: How Science Comes to Light</i>	May 2022 – July 2023	What is light, what can we do with it and how do we see? In this vibrant festival-themed exhibition, audiences explore visual perception and illumination through colour, sound and action. Learn how light behaves, how it reflects and refracts and what tools we’ve invented to harness it.
Melbourne Museum	<i>Tyama: A deeper sense of knowing</i>	July 2022 – January 2023	Museums Victoria’s first immersive digital experience. <i>Tyama</i> was a unique, multisensory experience of nature that combined objects from Museums Victoria’s collections with interactive digital technologies, soundscapes and visually stunning imagery.
Immigration Museum	<i>Hanging by a Thread: Mosaics for Afghan Women</i>	September 2022 – November 2022	The mosaics were inspired by the traditional embroidery patterns of Afghanistan and were created as an international effort to bring attention to the ongoing issues faced by Afghan women in their homeland.
Melbourne Museum	<i>Bricktionary: The Interactive Exhibition</i>	September 2022 – January 2023	An exhibition for LEGO®-lovers of all ages, <i>Bricktionary: The Interactive Exhibition</i> was packed with more than 150 models from Ryan ‘The Brickman’ McNaught’s best-selling book <i>Bricktionary: The Ultimate A-Z of LEGO®</i> , including models from television’s <i>LEGO Masters™</i> and never-seen-before creations.
Bunjilaka Aboriginal Cultural Centre	<i>Naadohpii: To Draw Water</i>	September 2022 – March 2023	Featuring artwork from Turtle Island, Australia, and Aotearoa (New Zealand), <i>Naadohpii: To Draw Water</i> explored cultural traditions relating to water and the solidarity that exists between Indigenous nations across the globe around environmental and political issues.
Immigration Museum	<i>My Working Life: Stories from the Collection</i>	October 2022 – January 2024	Featuring objects and images from Museums Victoria collections, <i>My Working Life</i> shared working stories from a range of eras that highlighted cultural and social diversity.

Location	Exhibition	Dates	Description
Melbourne Museum	<i>Pink Diamonds</i>	November 2022 – January 2023	<i>Pink Diamonds</i> was a dazzling showcase of more than 100 rare and unique pink diamonds from the Australian East Kimberley region, including the 2.83 carat Argyle Violet, one of the most spectacular gems on Earth.
Immigration Museum	<i>The Body Is More Than This</i>	January 2023 – February 2023	Celebrating works by non-binary and gender diverse artists, <i>The Body Is More Than This</i> explored the experience of marginalisation across a number of mediums and was presented in partnership with Melbourne’s Midsumma Festival.
Immigration Museum	<i>Australian Vietnamese Women’s Association 40th Anniversary</i>	February 2023 – March 2023	A community-led celebration of the 40 th Anniversary of the Australian Vietnamese Women’s Association.
Melbourne Museum	<i>Top Designs 2023</i>	March 2023 – July 2023	<i>Top Designs 2023</i> celebrated the innovation of Victoria’s emerging designers. The exhibition highlights a selection of exceptional VCE and VET students from 2022 as part of the VCE Season of Excellence.
Melbourne Museum	<i>Rainbow Threads</i>	March 2023 – February 2024	<i>Rainbow Threads</i> is an exhibition series celebrating the diverse styles and LGBTQIA+ stories within Museums Victoria’s clothing and textile collections. The first showcase was unveiled to mark Trans Day of Visibility on 31 March, and the second display was revealed on 17 May to coincide with IDAHOBIT (International Day Against Homophobia, Biphobia, Intersexism and Transphobia). Three more showcases will be presented during 2023, aligned with significant days in the LGBTQIA+ calendar.
Melbourne Museum	<i>Mob in Fashion Pop Up</i>	March 2023	<i>Future/History</i> , Mob In Fashion’s Melbourne Fashion Festival 2023 output, featured 16 works from three emerging First Peoples designers.
Melbourne Museum	<i>Sorry Day Pop Up</i>	May 2023	This new annual pop up display commemorated National Sorry Day for Reconciliation Week.
Immigration Museum	<i>Cultural Makers commission – Olana Janfa, What is your Gov’ment Name?</i>	April 2023 – August 2023	<i>What is your Gov’ment Name</i> was the first exhibition in Museums Victoria’s Culture Makers program, developed in partnership with the Scanlon Foundation, and featured work by Melbourne-based rising star, Ethiopian-Norwegian artist Olana Janfa.
Melbourne Museum	<i>Sutr Santati: Then. Now. Next. Stories of India woven in thread.</i>	May 2023 – September 2023	A creative partnership between Melbourne Museum and the Abheraj Baldota Foundation, this exciting exhibition celebrates 75 years of India’s independence through 75 unique textile works that highlight the innovation and artistry of India’s world-renowned designers and craftspeople.

Location	Exhibition	Dates	Description
Melbourne Museum	<i>Fantastic Beasts™: The Wonder of Nature</i>	May 2023 – October 2023	Created by the Natural History Museum London and Warner Bros. Discovery Global Themed Entertainment and, <i>Fantastic Beasts™: The Wonder of Nature</i> explores the links between the magical creatures of the wizarding world and the remarkable animals of our natural world.
Bunjilaka Aboriginal Cultural Centre	<i>More Than a Tarrang (tree): Memory, Material and Cultural Agency</i>	June 2023 – November 2023	Named after the Boon Wurrung word for tree, <i>More Than a Tarrang (tree): Memory, Material and Cultural Agency</i> shares the significance of trees in south-eastern First Peoples' cultures and the continued practices of mark making and design. The exhibition is a collaboration between Museums Victoria and Wominjeka Djeembana Indigenous research lab at Monash University.

Touring exhibitions

Location	Exhibition	Dates	Description
Newcastle Museum	<i>Alice's Wonderland: A Most Curious Adventure</i>	March 2022 – July 2022	A STEM-based exhibition for 3–8 year old children.

Museums Victoria collaborations

Partner	Project	Location	When
With sector organisations			
City of Melbourne ¹	<i>Summer of Play</i>	Melbourne Museum Plaza	January – February 2023
City of Melbourne	<i>Waring/ Wombat Season</i> Winter school holiday program	Melbourne Museum	July 2022
Deakin University Consumer-Analytical-Safety-Sensory (CASS) Food Research Centre ²	“Children’s Eating and Weight Study” (CHEWS)	Scienceworks	September 2022
Melbourne International Comedy Festival ³	Melbourne International Comedy Festival 2023	Melbourne Museum	April 2023
Midsumma Festival ⁴	Midsumma Festival 2023	Immigration Museum Melbourne Museum	January – February 2023
Monash University – Wominjeka Djeembana Indigenous Research Lab ⁵	<i>More Than a Tarrang (tree): Memory, Material and Cultural Agency</i>	Bunjilaka Aboriginal Cultural Centre, Melbourne Museum	June – November 2023
National Science Week ⁶	National Science Week 2022	Melbourne Museum Scienceworks	August 2022
VicHealth ⁷	“What’s Hiding in a Vape?” campaign	Scienceworks	June – July 2023
Victorian Curriculum and Assessment Authority	<i>Top Designs 2023</i>	Melbourne Museum	March – July 2023
Deakin University – Institute for Physical Activity and Nutrition ⁸	“Connecting the Dots: the Science of Movement” research study	Scienceworks	June – July 2023
With other Creative Industries Portfolio Agencies			
Creative Victoria ⁹	Melbourne Design Week 2023	Melbourne Museum Scienceworks	May 2023

1 See Strategic Objective 3 for further details

2 See Strategic Objective 4 for further details

3 See Strategic Objective 1 for further details

4 See Strategic Objective 3 for further details

5 See Strategic Objective 1 for further details

6 See Strategic Objective 4 for further details

7 See Strategic Objective 4 for further details

8 See Strategic Objective 4 for further details

9 See Strategic Objective 4 for further details

Partner	Project	Location	When
With individual creative practitioners			
African Music and Cultural Festival (AMCF) – multiple performers ¹⁰	Cultural Diversity Week – AMCF at the Museum	Immigration Museum	March 2023
Australian National Academy of Music (ANAM) ¹¹	ANAM Quartetthaus	Melbourne Museum Plaza	May 2023
Olana Jafa ¹²	<i>What Is Your Gov'ment Name</i>	Immigration Museum	April – August 2023
Joelistics (rapper/ poet/ producer) and Lyndon Watts (<i>Hamilton</i> cast member)	<i>Who tells your story?</i> Spoken word workshops	Immigration Museum	October 2022
Mob in Fashion	PayPal Melbourne Fashion Festival 2023	Melbourne Museum	March 2023
Dan Tepfer, Natural Machines jazz performance	Melbourne International Jazz Festival 2023	Melbourne Planetarium, Scienceworks	October 2022
WAT Artists and Erik Yvon (fashion designer)	Nocturnal x The Fashion Edition	Melbourne Museum	March 2023
With regionally based outcomes¹³			
Department of Education	Future Innovators initiative: Regional Engagement for Early Childhood Educators STEM Professional Development	Regional Victoria	2022–23
Department of Education	<i>Positive Start</i> Outreach programs	Regional Victoria	July – December 2022
Eastern Maar Aboriginal Corporation	Australasian bitterns citizen-science project	Western Victoria	2022–23
Ian Potter Foundation	Impacts of fire history and fire management strategies on reptiles and invertebrate animals	Little Desert, Western Victoria	October 2022

¹⁰ See Strategic Objective 3 for further details

¹¹ See Strategic Objective 5 for further details

¹² See Strategic Objective 3 for further details

¹³ See Regional Museums Victoria for further details

Partner	Project	Location	When
With international organisations			
Abheraj Baldota Foundation ¹⁴	<i>Sutr Santati: Then. Now. Next. Stories of India woven in thread.</i>	Hosapete, India Melbourne Museum	May – September 2023
Ainu Hokkaido and Enciw (Sahkalin) Associations ¹⁵	Ancestor repatriations	Hokkaido, Japan	May 2023
Natural History Museum, London ¹⁶	<i>Fantastic Beasts™: The Wonder of Nature</i> presenting partner	London, United Kingdom	2022–23
Millbrook Cultural and Heritage Centre ¹⁷	Cultural heritage repatriations	Nova Scotia, Canada	March 2023
Pātaka Art + Museum and Winnipeg Art Gallery ¹⁸	<i>Naadohpii: To Draw Water</i>	Winnipeg, Canada Porirua City, New Zealand	September 2022 – March 2023
Potsdam University, Trier University and Lost Art Foundation ¹⁹	Berlin Australian Archive Project: Addressing the Colonial Legacies of Natural History	Berlin, Germany	2022–23

¹⁴ See Strategic Objective 3 for further details

¹⁵ See Strategic Objective 2 for further details

¹⁶ See Strategic Objective 1 for further details

¹⁷ See Strategic Objective 2 for further details

¹⁸ See Strategic Objective 1 for further details

¹⁹ See Strategic Objective 2 for further details

Our Performance

Chief Financial Officer's Report

The financial year ending 30 June 2023 was Museums Victoria's first full year of operation since the emergence of the pandemic in early 2019. Our operating result for 2022–23 was a surplus of \$17.366 million, consistent with our strategic goal to be a sustainable and thriving organisation.

The operating surplus of \$17.366 million, which excludes unfunded depreciation of \$20.224 million, is the result of strong exhibition, programming and commercial activity supported by measured expenditure. Total revenue of \$112.968 million increased by \$20.556 million, up 22% from the previous year. Total expenses of \$116.191 million decreased by \$1.637 million, down 1% from the previous year. Net assets at 30 June 2023 are \$1,993.784 million. This result is indicative of a stable growth trajectory and positioning ahead of a more challenging year in 2023–24.

5-year operating result (before depreciation – depreciation is unfunded)

Year	Operating result in 000's	
2022–23	\$17,366	Surplus
2021–22	-\$4,044	Deficit
2020–21	\$8,753	Surplus
2019–20	-\$661	Deficit
2018–19	-\$1,099	Deficit

**Table 2: Revenue
(see Note 2 of the Financial Statements)**

Type	Amount in 000's
Grants	\$62,131
Self-generated income	\$43,753
Other income	\$7,084
Total	\$112,968

Revenue from government and other grants

Museums Victoria receives Victorian Government funding, comprising base recurrent operational funding and exhibition funding (tied funding) and other tied funding. In addition, Museums Victoria receives grant funding from other government entities.

Grants increased by \$3.008 million, up 5% compared to the previous year, primarily related to additional grant funding for the Staff Enterprise Agreement, Mental Health

Levy, Activation Series and additional operational funding for Melbourne Museum Transformed. These increases are offset by the base funding efficiency dividend and lapsing government grants from the previous year.

Table 3: Revenue from Government

Type	Amount in 000's
Victorian Government Base Funding	\$45,142
Victorian Government Funding for Melbourne Museum Transformed (MMT)	\$8,339
Other Grants from Victorian Government Entities	\$6,446
Other grants	\$2,204
Total government funding	\$62,131

Self-generated revenue and other income

In addition to Victorian Government funding, Museums Victoria produces self-generated revenue.

In 2022–23 Museums Victoria's self-generated income was \$43.753 million, an increase of \$14.970 million or 52% from the previous year. Key growth areas were admissions \$8.423 million (up 76% from the previous year), program and activities income \$1.514 million (up 136% from the previous year), shop sales \$5.990 million (up 51% from the previous year), income from TAC \$2.634 million (up 196% from the previous year) and membership income \$2.160 million (up 66% from the previous year). This growth is built from our core exhibition and programming to deliver visitation and therefore drive self-generating revenues.

Other income totalled \$7.084 million, representing an increase of \$2.578 million, up 57% from the previous year. This included donations of \$4.323 million (up 28% from the previous year) and interest income of \$1.366 million.

Figure 1: Revenue – Self-generated revenue and other income

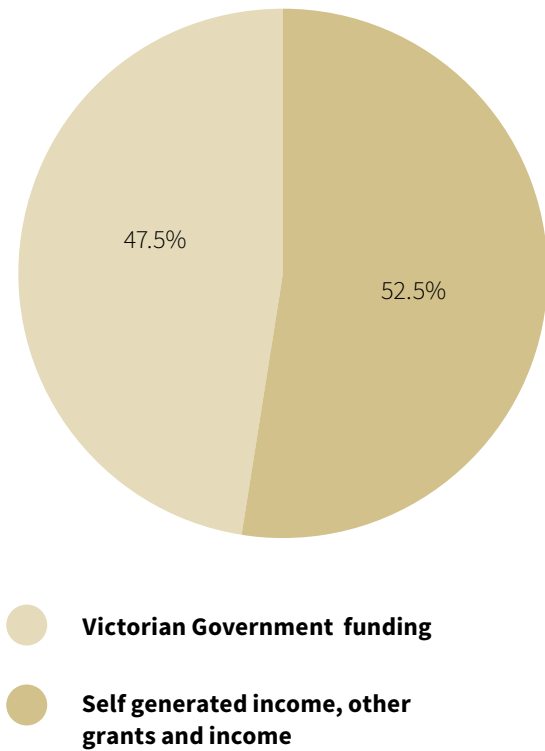


Table 4: Self-generated income and other income

Type	Amount in 000's
Fees & Charges (Admissions)	\$27,028
Sales of goods and services	\$7,110
Rent revenue	\$4,328
Sponsorship income	\$493
Membership income	\$2,160
Income TAC (education)	\$2,634
Total Self-Generated income	\$43,753
Donations	\$4,323
Interest	\$1,366
Royalties	\$8
Miscellaneous income	\$1,387
Total other income	\$7,084
Total	\$50,837

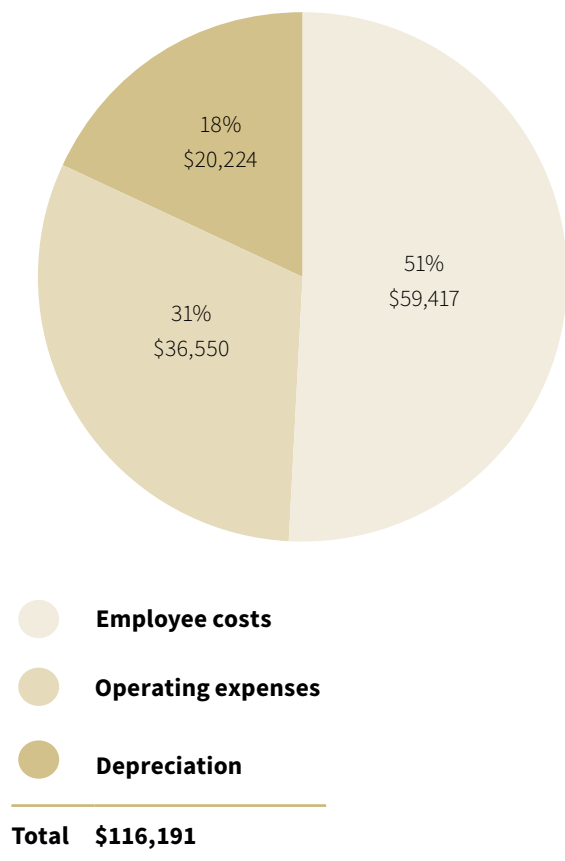
Expenses

Museums Victoria’s core expenses are made up of employee costs, operating costs and depreciation.



Premier of Shackleton: The greatest story of survival at IMAX Melbourne
Source: Museums Victoria | Photographer: Tim Carrafa

Figure 2: Expenses



Employee costs increased by \$3.472 million (up 6% from the previous year), mainly due to higher casual salaries to support increased activity across our museums. Other contributing factors were increased annual leave entitlements, Staff Enterprise Agreement increases and higher superannuation contributions.

Operating expenses of \$36.550 million represent a decrease of \$5.912 million (down 14%) on \$42.462 million in 2021–22. This decrease was a result of cost management, timing of costs associated with exhibitions and programs and the increased lead time required for procurement due to increased compliance for agencies which outweighed increased costs of supplies for the period.

Table 5: Operating expenses

Type	Amount In 000's
Costs of goods sold	\$2,274
Finance costs	\$217
Facilities expenses	\$13,766
Consumables and corporate costs	\$11,183
Contractors and exhibitions	\$6,332
Marketing and promotion	\$2,740
Collections Management	\$38
Total	\$36,550

Capital expenditure

Museums Victoria continues to invest in its assets and infrastructure. Capital expenditure of \$15.208 million consisted of State Collection Acquisitions to the value of \$2.649 million, Plant & Equipment (including motor vehicles) of \$2.352 million and work in progress expenditure of \$5.625 million, which includes the construction of the Gandel Gondwana Garden, Energy Performance Contract and Collection Storage Upgrade projects.

Other business

Expenses in the form of payments to staff relating to an Early Retirement Scheme (ERS) program announced on 26 June 2023 will be incurred in FY2023–24 (August). This is noted in the Financial Statements as a non-adjusting subsequent event.

Five-year financial summary

	2022-23	2021-22	2020-21	2019-20	2018-19
Revenue from government	53,481	54,853	100,716	89,512	86,894
Total income from transactions	112,968	92,412	123,251	119,463	124,944
Total expenses from transactions	(116,191)	(117,828)	(148,990)	(153,263)	(155,320)
Net result (before depreciation)	17,366	(4,044)	8,753	(661)	(1,099)
Net result from transactions (after depreciation)	(3,223)	(25,416)	(25,739)	(33,800)	(30,376)
Net result	(2,858)	(23,465)	(24,972)	(34,158)	(31,326)
Net cash flow from operating activities	22,472	3,983	8,245	(2,274)	(5,462)
Total assets	2,029,737	2,028,454	2,029,697	1,841,899	1,870,462
Total liabilities	35,953	32,366	30,235	32,951	32,802

Reporting against output performance measures

Museums Victoria reports to Government on the achievement of Budget Paper 3 performance measures. Results for the 2022–23 reporting period against 2022–23 targets are below, along with results from previous years. Reported results include ticketed attendance and key performance indicators as outlined in this section.

Attendance

Museums Victoria attendance result was 12% above target due to strong visitation to Gandel Gondwana Garden, *Tyama: a deeper sense of knowing* and *Bricktionary: The Interactive Exhibition*. The continued attraction of *Triceratops: Fate of the Dinosaurs*, along with a higher than forecasted opening to *Fantastic Beasts™: The Wonder of Nature* also contributed to strong attendances.

IMAX Melbourne experienced above target attendances during the year which can be attributed to popular movie

releases, such as *Avatar: The Way of Water* which has been IMAX Melbourne's third highest film for advance ticket sales in the theatre's 24-year history.

During 2022–23, a larger number of Outreach programs than forecasted were delivered, enabled by funding under the Victorian Government's *Positive Start* program.

	2022–23	2021–22	2020–21 ²⁰	2019–20 ²¹	2018–19
Melbourne Museum	1,375,395	673,180	391,301	754,309	1,106,169
Scienceworks	426,951	266,170	184,780	369,194	506,342
Immigration Museum	90,252	38,136	26,342	85,621	135,372
IMAX	288,172	222,540	87,217	170,199	224,903
Total ticketed attendance	2,180,770	1,200,026	689,640	1,379,323	1,972,786
Outreach Program	59,709 ²²	17,591	13,860	110,206	141,233
Website visitation	9,703,519	7,612,206	5,438,382	5,876,777	6,213,921
Royal Exhibition Building	426,910	174,759	1,312	382,747	701,267
Total attendance²³	12,370,908	9,004,582	6,141,882	7,749,053	9,029,207

Notes:

The 'Total Ticketed Attendance' (2,180,770) and 'Outreach in-person' (59,079) categories have been combined to report the total 'Attendances' Budget Paper 3 output measure of 2,239,849.

²⁰2020–21 attendances were negatively influenced by the impacts of the COVID-19 pandemic and the associated venue closures across the year.

²¹2019–20 attendances were negatively influenced by the impacts of the COVID-19 pandemic and the associated venue closures across the year.

²²Incorporates 59,079 in-person outreach program attendees and 630 virtual outreach program attendees.

²³Total attendances of 12.37 million includes onsite, offsite and online visitation.

Key performance indicators

In 2022–23 Museums Victoria’s website visitation was 9.7 million, 51% above target. This performance was due to the engaging programs and exhibitions on offer, resulting in high demand for online tickets throughout the year. Beyond-the-walls content for exhibitions such as Gandel Gondwana Garden, *Top Designs*, *Triceratops: Fate of the Dinosaurs* and the Science is a Superpower series attracted high engagement levels and provided ‘open anytime’ access to virtual visitors.

The Members program surpassed expectations during 2022–23 with above-target membership sales and revenue. This result can be attributed to marketing activity and continued strong visitation numbers across Museums Victoria’s venues.

Museums Victoria education programs continued to engage onsite and online students across the state, however student attendances have not recovered to pre-pandemic levels, despite strong attendances in our Outreach Program. In addition, student attendances were impacted by school cancellations due to rescheduled NAPLAN testing and changes to the Victorian teacher industrial agreement, which reduced the ability for schools to easily undertake student camps and excursions.

2022–23 volunteer hours have been negatively impacted by a range of factors including changes to the holiday program delivery, back of house activity not fully returned to pre-pandemic levels and the hesitancy of some volunteers to return to site due to COVID-19.

The Visitor Satisfaction rate has improved from 2021–22, but remains slightly below the target of 96%. The level of satisfaction continues to be lower at Scienceworks (88%) than at Melbourne Museum (95%) and Immigration Museum (93%). Visitor feedback indicates that some of our exhibitions and spaces at Scienceworks feel out-dated and overcrowded at busy times. It should be noted the survey methodology changed in 2020–21, which makes data non-comparable with previous years.

Collection stored to industry standard is 7% below target due to a reduction in scope, funding limitations and extended timing of the current storage reconfiguration program.

The Key Performance Indicator results below form part of the published Victorian Government Budget Paper measures tracking Museums Victoria’s Performance.

Budget Paper 3 performance measures	2022–23 actual	2022–23 target	2021–22 actual	2020–21 actual	2019–20 actual	2018–19 actual
Website visitation	9,703,519	6,430,000	7,612,206	5,438,382	5,876,777	6,213,921
Attendances	2,239,849	2,000,000	1,213,181	697,770	1,489,529	1,972,786
Memberships	26,231	23,269	25,945	21,597	23,299	23,522
Student attendances at education programs	258,259	297,302	131,817	54,521	177,492	255,552
Volunteer hours	28,703	36,450	10,341	4,006	34,917	43,349
Visitors satisfied with visit	93%	96%	91%	90%	97%	97%
Collection stored to industry standard	78%	84%	76%	76%	78%	74%

Environmental reporting

Introduction

Museums Victoria is committed to environmental sustainability. Through our governance, operations and public programs, we are working actively to improve not only our own direct impact on the environment but also that of society more broadly, using our influence as a leading science museum and trusted source of information.

Museums Victoria's Net Zero Carbon Roadmap sets a path to achieve net zero carbon emissions by 2030. The aspiration is to reach this goal through the delivery of infrastructure upgrades and operational changes. This goal is linked to Museums Victoria's Strategic Plan 2017–25 Objective 5, *Museums Victoria is a sustainable and thriving organisation* and is guided by the UN Sustainable Development Goals (SDGs) which define environmental, social and economic imperatives for peaceful and sustainable futures for all nations.

At the heart of Museums Victoria's understanding of sustainability is the close connection of First Peoples to Country. We affirm that every part of Victoria has been known, nurtured and loved by First Peoples who have applied a profound knowledge of sustainability for tens of thousands of years.

Sustainability Action Plan

Museums Victoria recognises the critical issue of environmental sustainability and the need to address the impacts of human activity on the environment, biodiversity and the wellbeing of communities.

Greenhouse gas emissions

Museums Victoria reports its greenhouse gas emissions broken down into emissions 'scopes' consistent with national and international reporting standards.

Scope 1 emissions are from sources that Museums Victoria owns or controls, such as gas-fired boilers, leased fleet vehicles and forklifts.

Scope 2 emissions are indirect emissions from Museums Victoria's use of electricity from the grid, which still uses coal and gas-fired power generation.

Museums Victoria is aiming to further reduce its greenhouse gas emissions through several energy efficiency projects. These include the electrification of building heating systems, upgrading fleet vehicles and forklifts to electric and the installation of additional solar photovoltaic systems.

Museums Victoria's scope 1 and 2 greenhouse gas emissions are detailed below.

Indicator	Unit	2022–23
G1 Total Scope 1 (direct) greenhouse gas emissions	Tonnes CO ₂ , CH ₄ , N ₂ O, other and CO ₂ -e	1,740.5
G2 Total Scope 2 (indirect electricity) greenhouse gas emissions	Tonnes CO ₂ -e	7,917.1

Notes:

Scope 2 emissions are calculated using market-based method in Climate Active's electricity accounting rules.

This year saw the implementation of the organisation's Environmental Sustainability Policy and two important initiatives: the commencement of Museums Victoria's Sustainability Action Plan and initiation of our Net Zero Roadmap.

The Sustainability Action Plan provides a systematic approach to the way Museums Victoria considers climate change in decision making, policies and processes, and aligns with the Victorian Government targets set out in the *Climate Change Act 2017*.

The Net Zero Roadmap outlines a path for Museums Victoria to achieve net zero emissions by 2030 through reductions in Scope 1 and 2 emissions and includes the investment required to achieve this target, as well as estimates of the cost offsets that can be achieved.

Our aspiration is for this commitment to be met through a five-year Sustainability Action Plan and Net Zero Carbon Roadmap aimed at both minimising our operational environmental impact and engaging and empowering our staff and visitors around issues of environmental sustainability.

Reporting boundary for environmental data

All the operations and activities of Museums Victoria are included within the organisational boundary for this reporting period, including Melbourne Museum and car park, Immigration Museum, Scienceworks, IMAX Melbourne, the Royal Exhibition Building and storage facilities at the Merri-bek Annexe and Simcock Avenue.

Electricity production and consumption

Museums Victoria continues to implement a range of energy efficiency policies across its sites to reduce electricity use. These measures include:

- Overnight heating, ventilation and air-conditioning setbacks
- Solar (photovoltaic) systems
- Energy-efficient lighting upgrades, and
- Electronically-commutated fans installed on air-conditioning systems

Indicator	Unit	2022-23
EL1 Total electricity consumption segmented by source	Megawatt hours	11,993.5
Purchased electricity (breakdown by facility)		
Melbourne Museum		7,214
Melbourne Museum Carpark/Lift #9		365
Melbourne Museum Café		174
Scienceworks		1,113
Immigration Museum		550
Royal Exhibition Building - Museum Spaces		140
Royal Exhibition Building - Base		315
Royal Exhibition Building - Base Boxes		43
Merri-bek Storage Facility		341
Simcock Avenue		155
IMAX Melbourne		525
Total		10,935
Self-generated		1,058.8
EL2 On-site electricity generated segmented by usage and source	Megawatt hours	1,285.5
Solar photovoltaic		1,285.5
Consumption behind-the-meter		1,058.8
Exports		226.8
EL3 On-site installed generation capacity segmented by source	Megawatts hours	1.09
Solar photovoltaic		1.09

Indicator	Unit	2022-23
EL4 Total electricity offsets segmented by offset type	Megawatt hours	2,596.1
Large-scale generation certificates (LGC) voluntarily retired by the organisation		0
LGCs voluntarily retired on the organisation's behalf		0
GreenPower or certified carbon neutral electricity purchased		2,596.1
GreenPower		540.4
GCs mandatorily retired as a Renewable Energy Target (RET) liable entity or mandatorily retired on the entity's behalf where LGCs are provided to organisation's retailer for that express purpose		2,055.7
Renewable Power Percentage (per Climate Active electricity accounting)		18.80%

Notes:

Some electricity bills with uneven billing periods did not include 365 days exactly. In such cases, the kWh amount was multiplied by 365 days and divided by the number of days with billing data to estimate the energy consumption for a representative year.

Some totals may not tally due to rounding.

Stationary fuel use

Sources of emissions from stationary fuel include gas-fired boilers for hot water generation for heating systems, forklifts and catering equipment.

Museums Victoria collected data primarily through billing information from retail suppliers.

Museums Victoria aims to implement electrified heating systems for all buildings and upgrade all current fleet vehicles to electric vehicles as part of its Net Zero Strategy and Roadmap.

Indicator	Unit	2022-23
F1 Total fuels used in buildings and machinery segmented by fuel type	Megajoules	32,705,248
Buildings*		
Fuel types:		
Natural gas		
Melbourne Museum		21,511,232
Scienceworks		7,279,304
Merri-bek Storage Facility		2,028,611
Immigration Museum		1,857,603
Total usage		32,676,751

*Fuel used in heating, cooling, cooking and the provision of other building services.

Stationary fuel use continued

Indicator	Unit	2022-23
Machinery**		
Fuel types:		
LPG		26,445
Petrol		2,052
Total usage		28,497
F2 Greenhouse gas emissions from stationary fuel consumption segmented by fuel type	Tonnes CO₂-e	1,685.6

**Any item of plant or equipment that uses fuel for a defined process that is not already counted in buildings or vehicles (see Indicator T1, for vehicle fuel use).

Notes:

Some natural gas bills with uneven billing periods did not include 365 days exactly. In such cases, the megajoules amount was multiplied by 365 days and divided by the number of days with billing data to estimate the energy consumption for a representative year.

Some totals may not tally due to rounding.

Transportation

Museums Victoria's fleet comprised of 19 vehicles essential to the provision of educational programs, research and collection activities, and on-call support services.

Indicator	Unit	2022-23
T1 Total energy used in transportation within the entity segmented by fuel type and vehicle category	Megajoules	783,868
By road vehicle type		
Goods vehicles		676,902
Passenger vehicles		106,966
By fuel type		
Diesel		528,899
Premium unleaded		67,244
Unleaded		20,676
Premium diesel		167,048
T2 Number and proportion of vehicles in the organisational boundary segmented by engine/fuel type and vehicle category	Count	19
By road vehicle type		
Goods vehicles		15
Passenger vehicles (other than omnibuses)		4
By engine/fuel types		
Petrol		10
Diesel		9

Indicator	Unit	2022-23
T3 Greenhouse gas emissions from vehicle fleet segmented by fuel type and vehicle category.	Tonnes CO₂-e	54.9
By road vehicle type		
Goods vehicles		47.4
Passenger vehicles (other than omnibuses)		7.5
By engine/fuel types		
Diesel		37.2
Premium unleaded		4.5
Unleaded		1.4
Premium diesel		11.8

Notes:

Some totals may not tally due to rounding.

Total energy use

Total energy used by Museums Victoria is driven by electricity use within facilities, predominantly for heating, ventilation, air-conditioning and refrigeration, exhibition display and lighting.

Museums Victoria's use of renewable energy is predominantly in the form of solar self-generation and the purchase of Green Power.

To mitigate growing energy needs, the organisation has been taking several actions as set out above under the electricity use, stationary fuel use and transport fuel use sections.

Museums Victoria has made progress towards minimising its carbon footprint and has invested in a number of energy efficiency projects and 'behind the meter' solar photovoltaic. Museums Victoria has a contract in place with a third-party Energy Savings Company (ESCO) to identify and implement further viable energy efficiency projects.

Indicator	Unit	2022-23
E1 Total energy usage from fuels	Megajoules	33,489,115
E2 Total energy usage from electricity	Megajoules	43,176,488
E3 Total energy usage segmented into renewable and non-renewable sources	Megajoules	76,665,603
Renewable		9,375,467
Non-renewable		67,290,136
E4 Units of energy used normalised by FTE	Megajoules-normalised	538.3

Notes:

The energy used is normalised based on the total gross building area of 142,411 m² which includes all Museums Victoria sites.

Sustainable buildings and infrastructure

Museums Victoria does not have any plans for new buildings at this time.

Indicator		Comment
B1	Discuss how environmentally sustainable design is incorporated into newly completed entity-owned buildings	N/A No newly completed buildings
B2	Discuss how new entity leases meet the requirement to preference higher-rated office buildings and those with a Green Lease Schedule	N/A No new entity leases
B3	NABERS Energy ratings of newly completed/ occupied entity-owned office buildings and substantial tenancy fit-outs	N/A No newly completed buildings
B4	Environmental performance ratings of newly completed entity-owned non-office building or infrastructure projects or upgrades with a value over \$1 million, where these ratings have been conducted	N/A No infrastructure projects or upgrades with assigned ratings

Indicator	New building		Existing building	
	Owned	Leased	Owned	Leased
B1	Report procurement and construction policy	N/A	N/A	N/A
B2	N/A	Report leasing policy and practice for office accommodation	N/A	Report leasing policy and practice for office accommodation
B3	Report NABERS Energy Rating of office accommodation	N/A	N/A	Report Tenancy NABERS Energy Rating if a substantial fit-out is done by the entity
B4	Report sustainability ratings for any new building or infrastructure if a sustainability rating has been conducted	N/A	N/A	N/A

Our Governance

Governance structure

Museums Victoria is governed by the Museums Board of Victoria (the Board), a statutory body established under the *Museums Act 1983* (the Act). The Board is directly accountable to the Victorian Government through the Minister for Creative Industries, and works with Creative Victoria to deliver policy objectives. During the reporting period (from 1 July 2022 to 30 June 2023) the responsible Minister was Steve Dimopoulos MP, Minister for Creative Industries.

The Board meets at least six times a year and is supported by a number of committees that focus on specified matters within the Board's responsibilities and provide advice back to the Board.

Museums Victoria also consults with several First Peoples advisory groups including the Yulendj Advisory Group and the Aboriginal Cultural Heritage Advisory Committee.

The Chief Executive Officer and Director (CEO) is appointed by the Board with the approval of the Minister. The CEO oversees management of the organisation and reports on the operation of Museums Victoria to the Board and the Minister.

The executive team comprises of seven directors that oversee the seven Museums Victoria business departments (People, Engagement and Museum Operations, Corporate Services, Development and Commercial Operations, Exhibitions and Audience Experiences, Communications and Stakeholder Engagement, Museums Victoria Research Institute and Governance and Strategic Planning).

The executive team carries out day-to-day management tasks and reports on Museums Victoria's operations to the CEO and the Board (for further information on our executive team, please refer to *pages 58–59* of this report).

Museums Board of Victoria

The Museums Board of Victoria comprises a maximum of 11 members appointed by the Governor-in-Council and is subject to the direction and control of the Victorian Minister for Creative Industries.

The Board is responsible for maintaining the standards of management of Museums Victoria set out in the *Museums Act 1983*, Section 23, which has the following Statutory Functions:

- control, manage, operate, promote, develop and maintain Museums Victoria
- control, manage, operate, promote, develop and maintain the exhibition land as a place for holding public exhibitions and for the assembly, education, instruction, entertainment and recreation of the public
- develop and maintain the State Collections of natural sciences, Indigenous cultures, social history and science and technology

- exhibit material from those collections for the purposes of education and entertainment
- promote the use of those collections for scientific research
- promote the use of the museum's resources for education in Victoria
- research, present and promote issues of public relevance and benefit
- act as a repository for specimens upon which scientific studies have been made or which may have special cultural or historical significance
- provide leadership to museums in Victoria
- advise the Victorian Minister for Creative Industries on matters relating to museums and the coordination of museum services in Victoria

Members of the Board volunteer their time and expertise to Museums Victoria and do not receive remuneration.

Number of meetings held during the financial year: 6

Board member	No. of meetings attended
Mr Leon Kempler AM (President)	6
Mr Tim Goodwin (Deputy President)	4
Mr Dale McKee (Treasurer)	5
Dr Bronte Adams AM (1 July 2022 – 2 March 2023; 20 March – 20 June 2023)	5
Professor Bronwyn Fox	5
Ms Linda Bardo Nicholls AO	5
Ms Mary Stuart	6
Mr Peter Tullin	5

Board member profiles

Mr Leon Kempler AM – President

Appointed 2019 (retired 31 July 2023)

In addition to his business activities, Leon is a Director of Wonderment Walk Victoria, Member of the Board of Directors of Israel Innovation Institute, Honorary Life Governor of the General Sir John Monash Foundation, Patron of the Haven Foundation and National Chairman of the Australian-Israel Chamber of Commerce.

Leon was Chairman of the Advisory Council of the National Science and Technology Centre (Questacon) from December 2003 to September 2022.

Leon was awarded an Honorary Doctorate from the University of Swinburne, Honorary Doctorate of Science from Deakin University and Honorary Fellowships from The Technion, The Hebrew University of Jerusalem and Monash University.

In 2018 Leon received the Order of Australia for his significant service to the community through contributions across cultural, charitable, education and children's medical foundation sectors.

Mr Tim Goodwin – Deputy President

Appointed 2019

Tim is a member of the Yuin people of the South East Coast of New South Wales and is a barrister at the Victorian Bar practicing in commercial and public law. Tim serves on a number of boards including the Human Rights Law Centre, and in 2018 received the Federal Attorney General's National Indigenous Legal Professional of the Year Award.

Tim is Deputy President of the Museums Board of Victoria, Chair of Museums Victoria's Aboriginal Cultural Heritage Advisory Committee and member of the Research Committee.

Mr Dale McKee – Treasurer

Appointed 2021

Dale was a senior partner at PwC with extensive experience serving Australia's largest listed companies in audit, accounting, corporate governance, risk management and capital markets matters, and also served some of the world's most significant enterprises whilst posted to PwC in London.

Dale is a Bachelor of Business and Fellow of the Institute of Chartered Accountants in Australia and New Zealand.

Dale is currently a Trustee of the Marion and EH Flack Trust, Non-executive Director and Chair of the Audit and Risk Committee of ASX listed Carbon Revolution Ltd and business consultant. Former roles include being a member of the Australian Auditing Standards Board and finance committee roles at the Melbourne Symphony Orchestra and Royal Children's Hospital Foundation.

Dale is Treasurer of the Museums Board of Victoria, Chair of the Audit and Risk Committee, and a member of the Nominations, Remuneration and Governance Committee and People, Culture and Industrial Relations Committee.

Dale also serves as a member of the museum's Steering Committee for the Scienceworks redevelopment project.

Dr Bronte Adams AM

Appointed 2020 (until 20 June 2023)

Bronte is currently Director and founder of dandolopartners, a management consulting firm specialising in public policy, advising a wide range of clients across the innovation, health, technology, science and research, start-up, cultural, and education sectors. Bronte is a Rhodes Scholar and has formerly held roles as a senior government executive and consultant with McKinsey & Co.

Bronte is actively involved in public life with current and past board/director positions including Innovation and Science Australia, the Australia Council's Visual Arts and New Media Arts Boards, AICD Technology and Innovation Panel, the Melbourne Symphony Orchestra, Melbourne University Publishing, the Australian Broadband advisory Council, UNESCO High Commission, Victorian Education and Research Network, the Innovation Economy Advisory Group, National Selection Committee General Sir John Monash Foundation, the Victorian Government's Expert Panel on Higher Education, Rhodes Scholarships In Australia Pty Limited, Rhodes Scholarship Selection Panel and a range of other innovation, science and technology advisory and commercialisation bodies, and ICT and Gov2.0 advisory bodies.

Professor Bronwyn Fox

Appointed 2021

Bronwyn was appointed as Chief Scientist for CSIRO in June 2021, having previously held the position of Deputy Vice-Chancellor (Research and Enterprise) at Swinburne University. She is an internationally recognised expert on carbon fibre and composite materials and was a founding Director of Swinburne's Manufacturing Futures Research Institute.

Bronwyn is a former Chair of the Australian Academy of Technology and Engineering (Victorian Division), a Fellow of the Academy of Technological Sciences and Engineering, a Fellow of the Royal Australian Chemical Institute and a Graduate of the Australian Institute of Company Directors. Bronwyn was a member of the National Quantum Advisory Committee and most recently appointed as Chair of the National Robotics Strategy Advisory Committee.

Bronwyn is a member of Museums Victoria's Research Committee.

Ms Linda Bardo Nicholls AO

Appointed 2017

Linda is a corporate advisor and a non-executive director of a number of leading Australian companies and organisations. She is Chair of the Royal Melbourne Hospital and a Director of Medibank Private and Ingham's Enterprises. Previously Linda was Chair of Japara Healthcare, a Director of Fairfax Media, Olivia Newton John Cancer Research Institute, Pacific Brands, Sigma Pharmaceuticals and St George Bank, and Chair of Healthscope, Australia Post and Keolis Downer (trading as Yarra Trams). In 2007 she was made an Officer in the General Division of the Order of Australia; in 2014 she was named as a Victorian Distinguished Fellow by the Australian Institute of Company Directors and in 2015 was made a Life Fellow.

Linda is a member of the Audit and Risk, People, Culture and Industrial Relations, and Nominations, Remuneration and Governance Committees.

Ms Mary Stuart, Acting President from 10 July 2023

Appointed 2019

Mary is Executive Director of the iconic 111-year-old Luna Park Melbourne and held the concurrent position as CEO from 2006. Mary holds the positions of Director, Company Secretary and Public Officer of several private companies, Director of St Kilda Tourism and Events Board, and is a member of the IAAPA Hall of Fame Committee and the AALARA International Standards Harmonisation Working Party.

Mary has a strong background in industrial relations, industry development and corporate governance with national ACTU Officer responsibilities for a range of industries. Mary has also achieved pay equity test cases and professional rates for industry sectors dominated by women. Mary has held several state and federal statutory positions and appointments and remains actively involved in a range of community and social justice organisations. Mary was the inaugural Chairperson of 'Her Place, Women's Museum Australia', Vice President of the Australian Amusement, Leisure and Recreations Association Inc (AALARA), Deputy Chair of St Kilda Tourism Association.

Mary was appointed as Acting Board President on 10 July 2023. Mary is Chair of Museums Victoria's People, Culture and Industrial Relations Committee and a member of the Museums Victoria Foundation and Aboriginal Cultural Heritage and Advisory Committees. Mary was appointed as Chair of the Nominations, Remuneration and Governance Committee and as a member of the Audit and Risk Committee from 27 July 2023.

Mr Peter Tullin

Appointed 2017

A successful entrepreneur, Peter was a Co-Founder of CultureLabel.com, a venture capital-funded ecommerce site retailing art and design products from leading international culture brands such as the V&A and Tate. He is co-author of the book *Intelligent Naivety*, a guidebook to help entrepreneurs turn their ideas into reality, and his second book, *REMIX*, was published by *The Guardian* and later became REMIX Summits, a series of leading global ideas conferences that explore the intersection of culture, technology and entrepreneurship. Peter also provides consulting services to a number of leading cultural organisations. He is a member of Creative Victoria's Creative State Advisory Group and a Trustee of Geelong Arts Centre.

Peter is a member of the Museums Victoria Foundation Committee.

Committees

The Board has established a number of Committees under the Act to focus on specified matters within the Board's responsibilities and provide advice back to the Board.

Aboriginal Cultural Heritage Advisory Committee

The Aboriginal Cultural Heritage Advisory Committee provides advice to the Board for governance, compliance and cultural guidance on matters relevant to First Peoples cultural heritage as they apply to Museums Victoria, and on matters referred to it by the Board.

Its members include representatives from First Peoples communities throughout Victoria.

Number of meetings during the financial year: 4

Committee member	No. of meetings attended
Mr Tim Goodwin (Chair)	3
Ms Mary Stuart ²⁴	4
Prof Henry Atkinson	3
Dr Carolyn Briggs	2
Mr Leonard Clarke	2
Ms Diane Kerr	1
Dr Lois Peeler ²⁵	1 (of 2)
Ms Katherine Mullett	2
Mr Russell Mullett	4

²⁴One meeting as Acting Chair

²⁵Dr Lois Peeler resigned 21 February 2023

Audit and Risk Committee

The Audit and Risk Committee maintains oversight of Museums Victoria's custodial responsibilities, strategic risk matters, internal controls and governance processes. The Audit and Risk Committee is comprised of independent members, including Board and external members. All members who served on the Audit and Risk Committee during the year were independent members.

Number of meetings during the financial year: 6

Committee member	No. of meetings attended
Mr Dale McKee (Chair)	6
Ms Linda Bardo Nicholls AO	5
Dr Bronte Adams AM	6
Matthew Hunt*	5

*Non-voting external member

Nominations, Remuneration and Governance Committee

The Nominations, Remuneration and Governance Committee provides advice and recommendations to the Board in the areas of executive recruitment, CEO performance and remuneration, Board member nominations and reappointments, appointment of Chairs of Board committees and oversight of Board self-assessment.

Number of meetings during the financial year: 3

Committee member	No. of meetings attended
Mr Leon Kempler AM (Chair)	3
Dr Bronte Adams AM	3
Mr Dale McKee	3
Ms Linda Bardo Nicholls AO	1

People, Culture and Industrial Relations Committee

The People, Culture and Industrial Relations Committee acts as a delegate of the Board to provide advice and recommendations to the Board in the areas of People and Culture, Health and Safety, Workforce conditions and enterprise agreement process. In May 2023, the People, Culture and Industrial Relations Committee was provisionally expanded to provide support and guidance to Management on matters related to the Creative Industries roadmap for future operating capacity.

Number of meetings during the financial year: 8

Committee member	No. of meetings attended
Ms Mary Stuart (Chair)	8
Ms Linda Bardo Nicholls AO	7 (of 8)
Mr Dale McKee	5 (of 5)

Research Committee

The Research Committee steers the development, conduct and management of research undertaken by Museums Victoria. The Committee oversees the Museums Board of Victoria's Animal Ethics Committee, which was established in February 2007.

Number of meetings during the financial year: 4

Committee member	No. of meetings attended
Prof. Doug Hilton AO (Chair)	4
Mr Tim Goodwin	2
Prof. Bronwyn Fox	1
Assoc. Prof. Rory Hyde	2
Dr Mark Norman PSM	1
Prof. Lynette Russell AM	3

Museums Victoria Foundation Committee

The role of the Committee is to provide advice and recommendations regarding philanthropic fundraising activities, donations, gifts and bequests to Museums Victoria, and build donor groups and philanthropic networks for Museums Victoria.

Number of meetings during the financial year: 4

Committee member	No. of meetings attended
Mr Leon Kempler AM (Chair)	4
Ms Mary Stuart	3
Mr Peter Tullin	4
Mr Andrew Butcher	3
Ms Jan McCahey	4

Security and risk

Museums Victoria Risk Management Framework

Museums Victoria recognises that risk management and a positive risk culture are a necessary part of good governance and integral to the delivery of Museums Victoria's objectives by the Board, executive team and staff.

Museums Victoria's Risk Management Policy and Framework outline our commitment and approach to risk management and support our alignment with the requirements of the Victorian Government Risk Management Framework (VGRMF), including Australian Standard for Risk Management AS ISO 31000:2018.

The Audit and Risk Committee (ARC) is a committee of the Board and provides oversight and recommendations to the Board in relation to financial reporting, internal accounting controls, risk management, audit activities, operations management and any other matters referred to it by the Board. The Chief Executive Officer and executive team are responsible for the oversight and management of strategic and operational risks, effective implementation of the organisational systems and processes that support risk management, and for the escalation of critical and strategic risks to the Board.

The Board has set the risk appetite for each of Museums Victoria's strategic risks. Each risk recorded in the Strategic Risk Register is subject to a detailed review and examination which is presented to the Board by the accountable executive progressively throughout each year, and updates made to the Register as required. The Board also approves Museums Victoria's organisational risk appetite statement, establishing expectations as to how risks are to be managed consistently throughout the organisation.

Supporting this is a three-year rolling internal audit plan, reviewed annually. The internal audit plan provides independent assurance that Museums Victoria's risk management, governance and internal control processes are operating effectively. A successful internal audit program assists in the achievement of organisational goals by identifying how well critical systems and processes are working and providing advice about how those systems and processes can be improved.

Museums Victoria's Risk Management Policy, Framework and practices are supported by the Victorian Managed Insurance Authority (VMIA), including regular risk management training programs and an annual online organisational risk maturity self-assessment. Under the *Victorian Managed Insurance Authority Act 1996*, VMIA's functions include assisting agencies to establish programs for the identification, quantification and management of risks and to monitor risk management.

Museums Victoria's strategic risk profile identifies key strategic risks based on the organisation's current objectives. In accordance with the Victorian Government Risk Management Framework, each strategic risk has a nominated 'risk owner' who has lead responsibility for assessing and managing that risk within the Board-approved risk appetite, supported where appropriate by the executive leadership and relevant operational risk managers.

Internal Audit

The internal audit function is a key component of Museums Victoria's governance framework, providing assurance that the financial and operational controls in place are operating in an efficient, effective, economic and ethical manner. In 2022–23 the internal audit program undertook four internal audits which were aligned with the Strategic Risk Register and Strategic Objectives: Compliance with the Standing Directions 2018, Information Technology (IT) General Controls, Exhibition Management and Rostering Practices.

Cyber security

Museums Victoria is committed to providing staff, approved non-staff and the public with continuous access to Information and Communications Technology (ICT) Resources and Data and Information Assets by applying cyber security controls commensurate with the sensitivity of the data and information assets supported by strategies and plans to minimise the impact of cyber security incidents.

Through our Cyber Security Policy, Museums Victoria adopts a risk-based approach to cyber security that balances continuous and open operations with the requirement to manage and protect our ICT Resources and its Data and Information Assets.

Keeping up with cyber security is an ever-changing challenge. To stay ahead, Museums Victoria is constantly improving its safeguards and methods. In 2022–23, several critical enhancements have been made, including the engagement of a dedicated Cyber Security Operations Analyst, the implementation of cyber security training for all staff members and other software security measures.

Resilience Framework

Museums Victoria's Resilience Framework provides a holistic management process that has been developed to respond to potential impacts that could threaten achievement of the organisation's business objectives. It supports resilience by protecting Museums Victoria's reputation, brand and value-creating activities and the interests of key stakeholders and is designed to be fully owned by and integrated into the organisation as an

embedded management function. The framework has identified the potential impacts of a variety of sudden disruptions relevant to Museums Victoria's ability to remain a successful and sustainable business.

The Resilience Framework provides all the necessary information for the prompt diagnosis of a critical incident, allocating and recording appropriate incident response and business recovery priorities. Quick decisions and quick actions will protect our people from harm and will ensure that our continuing business commitments and legislative obligations are met.

The framework links Security Risk Management (including the finalised Counter Terrorism Response Plan) with the redeveloped Business Continuity Response Plan (comprising of the Pandemic Emergency Management Plan, Business Continuity Plans and IT Disaster Recovery Plans) and the Emergency and Crisis Management Plan to ensure that Museums Victoria is able to prepare for, prevent, respond to and recover from adverse incidents that may affect Museums Victoria's services, personnel, visitors, assets or the organisation generally.

Museums Victoria's primary aims of effective business continuity, emergency and crisis management are:

- the safety and security of all persons involved
- the efficient and safe restoration of business
- the normalisation of business operations as soon as possible following an incident

Museums Victoria's Resilience Framework will continue to be developed and maintained during the 2023–24 financial year.

Privacy

Museums Victoria is committed to protecting the personal privacy of audiences, members of the public, staff, and other associates of the organisation. The principles that guide Museums Victoria in relation to collecting, handling and storing personal information can be found in our Privacy Policy (available on the *Museums Victoria website*) which has been developed in line with the *Privacy and Data Protection Act 2014*.

Our Workplace

Organisation functions

Chief Executive Officer and Director, Lynley Crosswell

Lynley was appointed in February 2017 and is responsible for providing executive leadership in, and being accountable for, the operations of Museums Victoria.

People, Engagement and Museum Operations

Led by: Chief Operating Officer, Sean Royal

Sean first commenced with Museums Victoria in June 2017. Sean was appointed as Chief People & Engagement Officer in August 2019, and Chief Operating Officer in June 2022.

As Chief Operating Officer, Sean oversees People, Engagement and Museum Operations.

People and Engagement is responsible for all human resources and occupational health, safety and wellbeing functions and support, including recruitment, engagement and retention strategies, payroll, workforce planning, learning and development, and ensuring Museums Victoria complies with all relevant Occupational Health and Safety (OHS) legislation, compliance codes, codes of practice and relevant standards.

Museum Operations includes oversight of Security and Emergency Management, Strategic Facilities Management, the Museum General Management and Visitor Engagement roles at our three museum sites.

Corporate Services

Led by: Chief Financial Officer, Georgina Cox

Georgina first joined Museums Victoria in 2019 and commenced as Chief Financial Officer in November 2022.

As Chief Financial Officer, Georgina is responsible for Corporate Services.

Corporate Services is responsible for Finance, Financial Planning and Analysis, Legal and Risk, Strategic Capital Program, Strategic Information and Compliance, and Information, Communication and Technology (ICT) Strategy and Delivery.

Development and Commercial Operations

Led by: Director, Development and Commercial Operations, Romina Calabro

Romina was appointed in August 2019 and is responsible for building and strengthening Museums Victoria's financial sustainability by developing and implementing a suite of philanthropic fundraising and corporate sponsorship programs.

Development and Commercial Operations focuses on growing and nurturing philanthropic and corporate partnerships, Museum Members, and fundraising income from individuals and the community, and leading all activities across the Commercial Department, incorporating Museums Spaces (venue hire), Retail Services, Car Park services and IMAX Melbourne.

Exhibitions and Audience Experiences

Led by: Director, Exhibitions and Audience Experiences, Linda Sproul

Linda first commenced with Museums Victoria in December 1995 and was appointed as Director, Exhibitions and Audience Experiences in July 2020.

Exhibitions and Audience Experiences leads Museums Victoria's engagement with communities and individuals onsite, online and offsite. Key functions include exhibition and experience development at Melbourne Museum, Scienceworks, Immigration Museum and the Royal Exhibition Building, as well as related Victoria-wide education and outreach programs. This division also includes Audience Insights, the team responsible for identifying the needs of our audiences that drive content selection; and Digital Life, which creates digital content for a wide variety of online platforms and channels, connecting audiences beyond our walls with our people, research, collections and programs.

Communications and Stakeholder Engagement

Led by: Director, Communications and Stakeholder Engagement, Natalene Muscat

Natalene first commenced with Museums Victoria in 2017 and was appointed Director, Communications and Stakeholder Engagement in August 2022.

Communications and Stakeholder Engagement is responsible for internal and external communications, media and stakeholder engagement and key strategic events. The division includes Marketing and Communications which encompasses corporate communications, brand and marketing, media and government relations, issues and crisis management.

Museums Victoria Research Institute

Led by: Director, Research Institute, Dr Nurin Veis

Nurin first commenced with Museums Victoria in July 1998 and was appointed as Director, Research and Collections in April 2018, and became the inaugural Director of the Research Institute in June 2022.

The Research Institute is responsible for the development, preservation and promotion of the State Collection through the acquisition and registration of new collection items, by making the collections available to scholars, community groups and other audiences, and by conducting research to address local, national and international issues.

The First Peoples department within the Research Institute, provides strategic leadership to position First Peoples' living cultures, histories and knowledge needed to be at the core of everything that we do.

Governance and Strategic Planning

**Led by: Director, Governance and Strategic Planning,
Dr Rod Macneil**

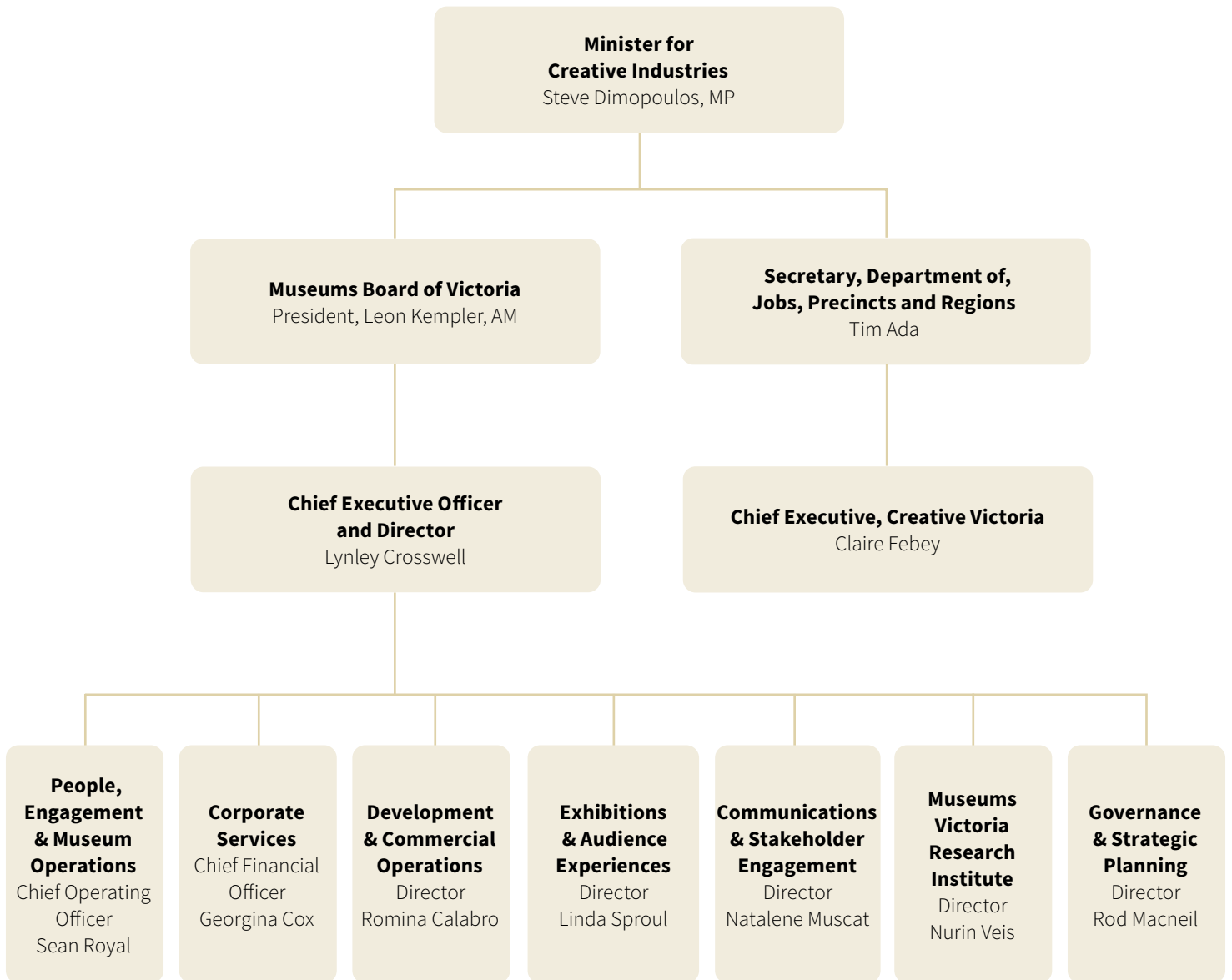
Rod first commenced with Museums Victoria in February 2008 and commenced as Director, Governance and Strategic Planning in May 2023.

The Director, Governance and Strategic Planning provides strategic support and advice to the CEO, as well as oversight of Museums Victoria's Board governance and strategic planning, including the Governance and Accountability team.

The Governance and Accountability team delivers Museums Victoria's governance framework including planning frameworks and compliance with statutory reporting requirements and provides vital ongoing support for the Museums Board of Victoria and its committees.

Organisation structure

As at 30 June 2023



Staff profile

Museums Victoria commenced 2022–23 with 514 full-time equivalent employees (FTE) and ended the period with 531.

Employee Count

	Ongoing Employees			Fixed term & Casual		Total Headcount	Total FTE	
	Employees (Headcount)	Full-time (Headcount)	Part-time (Headcount)	FTE	Employees (Headcount)	FTE	Employees (Headcount)	FTE
June 2023	427	297	130	372	254	159	681	531
June 2022	411	290	121	365	253	148	664	514

Notes:

Staffing numbers are as at the last pay cycle in the financial year

Employees have been correctly classified in workforce data collections

FTE total may not tally due to rounding as per FRD 29

FTE = Full-time equivalent

Employee gender, age and classification

	2022-23				2021-22			
	Ongoing		Fixed-term & Casual		Ongoing		Fixed-term & Casual	
	Employees (Headcount)	FTE	Employees (Headcount)	FTE	Employees (Headcount)	FTE	Employees (Headcount)	FTE
Gender								
Female	250	208	145	88	249	213	141	82
Male	177	164	106	70	162	153	110	65
Self-described	0	0	3	1	0	0	2	2
Total	427	372	254	159	411	365	253	148
Age								
Under 25	7	6	46	20	7	6	50	19
25-34	73	61	80	48	70	61	96	53
35-44	118	100	71	49	115	100	49	34
45-54	117	106	41	30	109	98	42	30
55-64	84	75	10	7	83	77	12	10
Over 64	28	24	6	4	27	23	4	2
Total	427	372	254	158	411	365	253	148
Classification								
VPS 1	0	0	1	0	0	0	0	0
VPS 2	129	93	151	67	122	96	175	77
VPS 3	105	96	45	39	97	88	35	30
VPS 4	92	85	35	32	90	83	24	22
VPS 5	74	71	12	11	73	70	13	13
VPS 6	25	25	5	4	26	26	3	3
STS 7	2	2	0	0	3	3	0	0
Executive Officers	0	0	5	5	0	0	3	3
Total	427	372	254	158	411	365	253	148

Note: FTE total may not tally due to rounding as per FRD 29

Executive officers by gender in 2022–23

Classification	All No.	Male No.	Female No.	Self-described No.
Executive Officer 1 (SES-3)	1	0	1	0
Executive Officer 2 (SES-2)	1	1	0	0
Executive Officer 3 (SES-1)	3	0	3	0
Total	5	1	4	0

Reconciliation of executive movements throughout the year

Classification	2023	2022
Executives	4	3
Accountable Officer (CEO)	1	1
Less Separations	0	1
Total executive numbers at 30 June 2023	5	3

Notes:

Staffing numbers are as at the last pay cycle in the financial year.

Employees have been correctly classified in workforce data collections.

Salary bands of executive staff in 2022–23

The following table discloses the annualised total salary for senior employees at 30 June 2023, categorised by classification. The salary amount is reported as the full-time annualised salary.

Income band (salary)	Executives	Senior Technical Specialist
>\$160,000	1	
\$160,000 – \$179,999		
\$180,000 – \$199,999	2	1
\$200,000 – \$219,999		1
\$220,000 – \$239,999		
\$240,000 – \$259,999	1	
\$260,000 – \$279,999		
\$280,000 – \$299,999		
\$300,000 – \$319,999		
\$320,000 – \$339,999		
\$340,000 – \$359,999		
\$360,000 – \$379,999		
\$380,000 – \$399,999		
\$400,000 – \$419,999	1	
Total Headcount	5	2

Note: The salaries reported above are at a full-time rate and exclude superannuation.

Our workplace culture

Our staff are the heart and the face of our organisation. Museums Victoria recognises that our strength lies with our passionate and expert staff, and that our continued success depends on strengthening their capabilities and building a high-performing, accountable and outcomes-driven staff culture.

Staff development

In 2022-23 Museums Victoria's learning and development framework continued to enhance the capabilities of our people, focusing on broader diversity and inclusion awareness and personal development opportunities while providing the foundations to better support a more connected workforce. This year we maintained a hybrid program that provided a broad offering via e-learning, webinars and face-to-face learning opportunities that aligned Museums Victoria's development and organisational needs.

Personal development was a key focus through programs such as coaching workshops and 'Lunch & Learn' online monthly leadership webinars. Our First Peoples Cultural Competency Program continued to be a cornerstone for the education and development of staff knowledge and procedures relating to working with and representing the histories and cultures of the First Peoples of Australia.

A range of professional development opportunities were offered to staff throughout the year with a primary focus on supporting personal development through abridged leadership webinars, management toolbox seminars, coaching workshops and an e-learning course library. Each program aimed to build on individual learning needs and strengthen staff leadership capabilities.

During the year, the leadership group continued its work to support and strengthen Museums Victoria's values-based organisational culture. Through a series of discussions and workshops, the team focused on giving feedback, improving communications and establishing a shared understanding of model leadership behaviours.

Our annual compliance, foundational and core training modules support our staff to understand fundamental requirements and expected behaviours that reflect Museums Victoria's values.

Where appropriate, staff were provided with opportunities to attend both national and international seminars and conferences, undertake temporary assignments and participate in mentoring programs and cross-divisional projects.

Employee Relations

Museums Victoria continues to maintain an excellent working relationship with staff and their primary representative, the Community and Public Sector Union (CPSU). Regular CPSU Consultative Committee meetings were held during the year, facilitating effective communication between management and the CPSU in relation to major issues affecting Museums Victoria. There has been no industrial action during this period.

Diversity and Inclusion

Museums Victoria's Diversity and Inclusion Employee Networks have had another proactive and engaging year. The Networks enable peer support for employees and provide an avenue for staff from diverse backgrounds and their peers to share their insights, raise awareness and make a positive difference across Museums Victoria.

The current Networks include Accessibility, Carers and Parents, Cultural Diversity, LGBTQIA+ and Women at the Museum, each supported by a designated senior manager. Throughout the year these groups coordinated and supported activities including lectures and guest talks, social media content and input into visitor experience considerations through participation in the Gender Impact Assessment pilot project.

First Peoples recruitment and retention

To ensure that Museums Victoria is at the forefront of best practice, we continue to engage with the community and other employers in our approach to First Peoples' employment, training and shaping First Peoples' identified roles.

With revenue and bookings for the First Peoples Cultural Competency program steadily increasing, we are now planning our first dedicated Training Officer role. Additionally, with the generous support of The Hugh D.T. Williamson Foundation, Museums Victoria has created a First Peoples Cadetship Program for First Peoples youth to learn and grow in all areas of our museums. This year saw the program's foundations established, including defining training and development pathways, mentoring and opportunities to explore new areas of employment. This year five cadets started the program, with interests ranging from environmental science to history. They are supported directly by the Cadetship's First Peoples coordinator.

Gender Equality Action Plan

The *Gender Equality Act 2020* aims to improve workplace gender equality across the Victorian public sector, universities, and local councils. As a defined entity, Museums Victoria has legislative obligations including delivering the actions contained in its approved Gender Equality Action Plan 2021–2025 (GEAP). The key areas of focus for the Museums Victoria GEAP are leading diversity, recruitment, recognition and career development, and data and systems. Actions have already commenced, including the roll out of new Diversity and Inclusion training topics for managers and employees, data collection enhancements and piloting of Gender Impact Assessment processes.

Museums Victoria's Gender Equality Action is available on the Museums Victoria *website*.

Public sector employment principles

Museums Victoria's recruitment practices reflect the public sector employment principles to ensure: employees are treated fairly and reasonably, that employment decisions are based on merit, that career opportunities are fostered, and that reasonable avenues are available for resolution of workplace issues.

Museums Victoria offers annual compliance via its e-learning portal in accordance with the *Public Administration Act 2004*. We recognise our obligation to make staff aware of the requirements of the code of conduct, policies and procedures. Key documents are made available to staff prior to their employment commencing, and our policies and procedures are explained through the induction program and accompanying e-learning induction bundle and are readily accessible through the Museums Victoria intranet.

Public sector and Museums Victoria values

Museums Victoria adheres to and upholds the Victorian Public Sector Values (*Public Administration Act 2004*). The Public Sector Values – Responsiveness, Integrity, Impartiality, Accountability, Respect, Leadership and Human Rights – complement Museums Victoria's organisational values – Strive, Embrace, Explore, Respect, Illuminate and Sustain.

Integrity Framework

Museums Victoria seeks to maintain the highest standards of integrity by displaying values and behaviours that demonstrate that our staff and officials are not unduly influenced by their relationships or interests.

Museums Victoria acknowledges its responsibility for the administration of public funds. Museums Victoria seeks to avoid instances of misconduct, conflicts of interest, fraud or corruption that may lead to a lack of impartiality in decision making or harm public perception and confidence in the institution, as well as the confidence of Museums Victoria's valued partners, patrons, supporters, donors and sponsors.

The Museums Victoria Integrity Framework demonstrates our commitment to establishing a comprehensive and strategic approach to promoting integrity across the organisation. It is also intrinsically linked to Public Interest Disclosure Procedures prepared in accordance with the *Public Interest Disclosure Act 2012* (refer to *page 72* of this report for 2022–23 Public Interest Disclosures) and the Independent Broad-based Anti-corruption Commission (IBAC) guidelines.

Occupational Health and Safety

Museums Victoria is committed to fostering a working environment centred around the promotion of health, safety and wellbeing with a focus on employee consultation, representation and the ongoing development of its Occupational Health and Safety management system. This focus is complemented by a continued, strong workers' compensation performance.

At the end of the 2022–23 financial year, Museums Victoria outperformed industry peers in relation to claims performance achieving an Employer Performance Rating (EPR) of 0.58. This represents a result that is 42% better than that of industry peers. WorkSafe Victoria calculates the EPR as an indicator of an organisation's claims performance. An EPR rating of '1' equates to industry average whilst figures below 1 represent a higher level of performance compared to that of their industry peers.

For a breakdown of health and safety incidents please refer to the health and safety incidents table on *page 71*.

Statutory reports

Accessibility

The *Disability Act 2006* reaffirms and strengthens the rights of people with a disability and recognises that this requires support across the government sector and within the community. Museums Victoria is committed to actively fostering access for all and increasing our communities' understanding of, and respect for, diversity, inclusion and equity within the Victorian community. In line with the *Disability Act 2006*, we actively work to reduce accessibility barriers to our venues, experiences and services and will facilitate employment opportunities for diverse groups and communities.

Museums Victoria is transitioning to an Accessibility and Inclusion Action Plan which will replace its existing Disability Action Plan. Development of the Accessibility and Inclusion Action Plan continued in 2022–23.

During 2022–23 Museums Victoria has delivered a range of actions in support of the existing Disability Action Plan 2009–12. The Autism friendly Museum Project and its dedicated website continues to grow and welcome audiences. The initiative supports families and schools that care for and support children with autism to have confidence and knowledge in the daily use of the museums and the museum's outreach programs. It also works to ensure museum staff and volunteers are welcoming and autism-aware.

This year the Autism friendly Museum website had more than 8,700 visitors, with more than 5,700 downloads of Museums Victoria's suite of social stories. In 2022–23, the sensory maps for each of the museums were updated and new social stories were developed that included *Triceratops: Fate of the Dinosaurs*; *Tyama: A deeper sense of knowing*, *Top Designs 2023*, Gandel Gondwana Garden, the *Fantastic Beasts™: Wonder of Nature* exhibitions, and the Scienceworks Sleepovers program. Melbourne Museum also hosted a special event with Yellow Ladybirds in May, focused on autistic girls and their carers, that provided special access to the Pauline Gandel Children's Gallery.

Museums Victoria offers several access and assistive services for a range of public programs. This includes Auslan interpretation for events including the new 2023 Design Week Hub at Scienceworks and MedTech Hub at Melbourne

Museum, and the *Future Forums* monthly program series which provides both online and onsite translation. Museums Victoria also carries out disability awareness training and presenter and front-of-house training to adapt programs and services to suit audiences with additional needs

The Museums Victoria Outreach Kinder program continues to offer bilingual Auslan/English programs. All sessions are delivered by a Deaf Learning Facilitator and an English-speaking presenter. In 2022–23, Museums Victoria created and presented a bilingual Auslan version of the new *Robotics on the road* program to primary school students at Furlong Park School for Deaf Children. The program was developed specifically to engage Deaf and hard of hearing children in robotics and block-based coding programming in a workshop presented by a Deaf Museum Learning Facilitator. Other programs offered include free Auslan tours at Melbourne Museum and an Auslan-interpreted Lightning Room show and entry to the *Illuminate: How Science Comes to Light* exhibition at Scienceworks, presented with Expressions Australia.

Museums Victoria's education facilitators are trained to provide a culturally safe learning environment for young people when exploring complex and personal issues of identity. Training covers use of language terms, behavioural observations of students and continuous learning around contemporary issues to provide a safe and inclusive learning experience. Learning programs are also differentiated to meet the needs of all learners, including scaffolded activities and open activities that are easily adaptable for different learners.

Asset Management Accountability Framework (AMAF)

The Asset Management Accountability Framework (AMAF) is a non-prescriptive, devolved accountability model of asset management that requires compliance with 41 mandatory requirements. The maturity assessment was last reported in the 2020–21 Annual Report and next due to be reported in 2023–24. These requirements can be found on the DTF website (<https://www.dtf.vic.gov.au/infrastructure-investment/asset-management-accountability-framework>).

Building and maintenance compliance

As at 30 June 2023, Museums Victoria was responsible for six government-owned buildings. Museums Victoria complied with all provisions of the *Building Act 1993*.

All works undertaken by Museums Victoria during 2022–23 complied with the Building Code of Australia, the National Construction Code, and with the relevant Australian Standards for building and maintenance works.

Appropriate mechanisms are in place for the service, inspection, completion and monitoring of maintenance and rectification works on existing buildings.

Major works (more than \$50,000, excluding GST)

Melbourne Museum/IMAX Melbourne Theatre

- Glass balustrade upgrades
- Energy Performance Contract – Stage 3 implementation
- Chiller plant replacement
- Melbourne Museum Plaza modifications
- Gandel Gondwana Garden
- IMAX Melbourne balustrade installation
- *Tyama: A deeper sense of knowing* exhibition

Immigration Museum

- Chilled water buffer tank installation
- Long Room acoustic upgrades

Merri-bek and Simcock Avenue Storage Facilities

- Storage capacity and fire system upgrades

Royal Exhibition Building

- Fire hydrant pipework upgrade
- Dome Promenade Pavilion stair safety balustrade

Building permits, occupancy permits and certificates of final inspection

During 2022–23 the following were issued in relation to buildings owned by Museums Victoria:

Building permits	18
Occupancy permits	0
Certificates of final inspection	17
Emergency orders	0
Building orders	0
Buildings brought into conformity with the building standards	0

Competitive Neutrality Policy

Museums Victoria continues to comply with the requirements of the Competitive Neutrality Policy, in being committed to competitive neutrality principles, and ensuring fair and open competition. Many non-core activities have been outsourced, such as cleaning, food and beverage services and security.

Consultancies

In 2022–23, five consultancies attracted total fees payable of \$10,000 or greater. The total expenditure incurred during the year in relation to these consultancies is \$244,140 as outlined in the table of consultancies below.

There were no consultancies during the year with fees of less than \$10,000.

Consultant	Purpose	Total approved project fee (excl. GST)	Expenditure 2022–23 (excl. GST)	Future expenditure (excl. GST)
Future Food Strategy Group Pty Ltd	Food and hospitality tender strategy	\$124,500	\$124,500	\$0
Korn Ferry Pty Ltd	Recruitment assessment	\$15,750	\$15,750	\$0
Landell Probity Pty Ltd	Procurement environmental scan	\$24,600	\$13,600	\$11,000
Mott MacDonald Australia Pty Ltd	Civil and structural engineering advice	\$22,490	\$15,290	\$7,200
Stepping Stones Pty Ltd	Creative strategic advice	\$75,000	\$75,000	\$0

Disclosure of major contracts

In 2022–23, Museums Board of Victoria did not enter into any major contracts valued at \$10,000,000 or greater.

DataVic Access Policy

Museums Victoria is committed to the principles of open access to public data and information. Museums Victoria makes more than 1.35 million collection records freely available on the Museums Victoria Collections website (<https://collections.museumsvictoria.com.au>) and shares data with major national and international data aggregators, including:

- *Trove* – the National Library of Australia’s portal, through which we share humanities collections data, with approximately 123,400 item and image records available.
- *Atlas of Living Australia* – through which we share science specimen data, with just over 1 million specimen records of which 21,500 have one or more images. More than 23 million individual specimen records have been downloaded between July 2022 and June 2023.
- *DigitalNZ* – through which we share collections data related to New Zealand, with approximately 2,500 items and image records from our collection available.
- *Biodiversity Heritage Library (BHL)* – through which we digitise the library and archive collections of 42 Australian organisations (museums, herbaria, state libraries, government agencies, royal societies, and field naturalist clubs). As of 30 June 2023, we have made 507,196 pages of Australia’s biodiversity literature freely accessible online.

- *Ocean Biodiversity Information System (OBIS)* – through which we share data and information about marine life. As of June 2023, 241,519 marine specimen records are available.
- *AusGeochem (AGN)* – data for 43,514 petrology and mineralogy specimens have been shared and are available on the platform as of June 2023.

Freedom of information

The *Freedom of Information Act 1982* (the Act) allows the public a right of access to documents held by Museums Victoria. The purpose of the Act is to extend as far as possible the right of the community to access information held by government departments and agencies, local councils, Ministers and other bodies subject to the Act.

An applicant has a right to apply for access to documents held by a government agency. This comprises documents both created by Museums Victoria or supplied to Museums Victoria by an external organisation or individual, and may also include maps, films, microfiche, photographs, computer printouts, computer discs, tape recordings and videotapes.

The Act allows Museums Victoria to refuse access, either fully or partially, to certain documents or information. Examples of documents that may not be accessed include:

- cabinet documents;
- some internal working documents;
- law enforcement documents;
- documents covered by legal professional privilege, such as legal advice;
- personal information about other people;
- and information provided to Museums Victoria in confidence.

From 1 September 2017, the Act has been amended to reduce the Freedom of Information (FOI) processing time for requests received from 45 to 30 days. However, when external consultation is required under ss29, 29A, 31, 31A, 33, 34 or 35, the processing time automatically reverts to 45 days. Processing time may also be extended by periods of 30 days, in consultation with the applicant. With the applicant's agreement this may occur any number of times. However, obtaining an applicant's agreement for an extension cannot occur after the expiry of the timeframe for deciding a request.

If an applicant is not satisfied by a decision made by Museums Victoria, under section 49A of the Act, they have the right to seek a review by the Office of the Victorian Information Commissioner (OVIC) within 28 days of receiving a decision letter.

Making a request

An application fee of \$31.80 applies. Access charges may also be payable if the document pool is large and the search for material is time consuming.

Access to documents can be obtained through a written request to Museums Victoria's Freedom of Information Officer, as detailed in s17 of the Act.

When making an FOI request, applicants should ensure requests are in writing, and clearly identify what types of material/documents are being sought.

Requests for documents in the possession of Museums Victoria should be addressed to:

Freedom of Information Officer

Museums Victoria
GPO Box 666
Melbourne VIC 3001

Enquiries can be made to the FOI Officer via email at foi@museum.vic.gov.au.

FOI statistics/timeliness

During 2022–23, Museums Victoria received one Freedom of Information application from a Member of Parliament

Museums Victoria made one FOI decision during the 12 months ending 30 June 2023.

The decision was made within the statutory time period, after extensions allowable under the Act had been applied. Access to documents was granted in part.

This application was subject to a review by OVIC.

Further information

Further information regarding the operation and scope of FOI can be obtained from the Act; regulations made under the Act; and at ovic.vic.gov.au.

Availability of Additional Information

In compliance with the requirements of the Standing Directions 2018 under the *Financial Management Act 1994*, details in respect of the items listed below have been retained by Museums Victoria and are available on request, subject to the provisions of the *Freedom of Information Act 1982*:

- a statement that declarations of pecuniary interests have been duly completed by all relevant officers
- details of shares held by a senior officer as nominee or held beneficially in a statutory authority or subsidiary
- details of publications produced by Museums Victoria about the museum, and the places where publications can be obtained
- details of changes in prices, fees, charges, rates and levies charged by Museums Victoria
- details of any major external reviews carried out on Museums Victoria
- details of major research and development activities undertaken by Museums Victoria
- details of overseas visits undertaken, including a summary of the objectives and outcomes of each visit
- details of major promotional, public relations and marketing activities undertaken by Museums Victoria to develop community awareness of and engagement with museum venues and the services we provide
- details of assessments and measures undertaken to improve the occupational health and safety of employees
- a general statement on industrial relations within Museums Victoria and details of time lost through industrial accidents and disputes
- a list of major committees sponsored by Museums Victoria, the purpose of each committee and the extent to which its purposes have been achieved
- details of all consultancies and contractors, including those engaged, services provided and expenditure committed to for each engagement.

The information is available on request from:

Freedom of Information Officer

Museums Victoria
GPO Box 666
Melbourne VIC 3001

Government advertising expenditure

Name of campaign		Advertising (media) expenditure (excl. GST)	Creative and campaign development expenditure (excl. GST)	Research and evaluation expenditure (excl. GST)	Print and collateral expenditure (excl. GST)	Other campaign costs (excl. GST)	Total
Start/end date	Campaign summary						
<i>Tyama: A deeper sense of knowing</i> July 2022–Jan 2023	To drive visitation to Melbourne Museum’s onsite immersive digital experience.	\$162,355	\$15,655	\$0	\$25,238	\$16,717	\$219,965
Gandel Gondwana Garden Opened March 2023	To drive visitation to Melbourne Museum’s new permanent outdoor paleontological experience	\$269,382	\$72,815	\$0	\$12,000	\$64,524	\$418,721
<i>Melbourne Museum Always On</i> Ongoing	To drive awareness of Melbourne Museum and retain top of mind consideration to visit to target audiences	\$105,123	\$33,090	\$0	\$4,845	\$0	\$143,058
<i>Scienceworks Always On</i> Ongoing	To drive awareness of Scienceworks and retain top of mind consideration to visit to target audiences	\$96,084	\$18,570	\$0	\$0	\$0	\$114,654
<i>Immigration Museum Always On</i> Ongoing	To drive awareness of Immigration Museum and retain top of mind consideration to visit to target audiences	\$108,713	\$0 (content costed previous year and additional design managed by monthly design retainer)	\$0	\$0	\$0	\$108,713

Notes:

Information shown is for government advertising expenditure for campaigns of \$100,000 or more.

Research and evaluation was undertaken with existing internal resources.

Creative work for Museums Victoria communications is undertaken by an external design firm on a monthly retainer; the figures above are additional expenses for larger campaigns.

Health and safety incidents

Visitors

	Visitors	Incidents	Incidents per 100 visitors
2022-23	2,180,770	472	0.0216
2021-22	1,200,026	224	0.0187
2020-21	689,640	175	0.0254

Notes:

All visitor numbers for 2022-23 and the comparative years include total attendance across all Museums Victoria's venues (Melbourne Museum, IMAX Melbourne, Royal Exhibition Building Dome Promenade, Immigration Museum and Scienceworks)

Staff

	Staff FTE	Incidents	Incidents per 100 FTE staff members	Lost time standard claims	Lost time standard claims per 100 FTE staff members	Average cost per claim
2022-23	531	80	15.06	1	01.88	\$3,589
2021-22	514	95	18.48	3	0.583	\$468,049
2020-21	474	64	13.50	2	0.421	\$59,368

Notes:

Average cost per claim includes payments to 30 June 2023 as well as an estimate on future claims costs. The significant reduction in 2022-23 costs reflect the related lower claims figure.

Information and communication technology expenditure

For the 2022-23 reporting period, Museums Victoria had a total ICT expenditure of \$5,814,354 with details shown below.

All operational ICT expenditure	ICT expenditure related to projects to create or enhance ICT capabilities		
Business As Usual (BAU) ICT expenditure \$'000	Non-BAU ICT expenditure \$'000	Operational expenditure \$'000	Capital expenditure \$'000
Total	Total A+B	A	B
5,814	-	-	-

Local Jobs First

The *Local Jobs First Act 2003* introduced in August 2018 brings together the Victorian Industry Participation Policy (VIPP) and Major Project Skills Guarantee (MPSG) policy which were previously administered separately. During 2022-23, Museums Victoria did not commence or complete any Local Jobs First Standard or Strategic projects.

Museums Board of Victoria Financial Management Compliance Attestation Statement

I, Mary Stuart, on behalf of the Museums Board of Victoria, certify that the Museums Board of Victoria has no Material Compliance Deficiency with respect to the applicable Standing Directions under the *Financial Management Act 1994* and Instructions.



Mary Stuart

Acting President
Museums Board of Victoria

30 August 2023

Public Interest disclosures

Museums Victoria is committed to the aims and objectives of the *Public Interest Disclosures Act 2012*. Museums Victoria does not tolerate improper conduct by staff or reprisals against those who come forward to disclose such conduct.

Museums Victoria is not a public body to which disclosures may be made. Disclosures of improper conduct or detrimental action relating to the museum should generally be made to the Independent Broad-based Anti-Corruption Commission (IBAC). Information about making such disclosures can be found on the IBAC website: www.ibac.vic.gov.au

Museums Victoria has procedures for protecting people from detrimental action in reprisal for making a public interest disclosure about Museums Victoria or its staff. Museums Victoria's procedures are available on our website: museums victoria.com.au

Social Procurement Framework

Museums Victoria's Social Procurement activities aim to support the direct and indirect sourcing through social benefit suppliers, improving social, economic and environmental outcomes for all Victorians.

The main requirement and aim of Museums Victoria's Social Procurement activities is to use procurement spend to create additional social benefit in the community through several societal-facing initiatives. These initiatives include:

- Employing people from disadvantaged backgrounds.
- Purchasing from accredited Victorian-based Aboriginal and Torres Strait Islander majority-owned businesses and increased employment of Victorian Aboriginal people.
- Purchasing from Victorian social enterprises and Australian Disability Enterprises and increased employment of Victorians with a disability.
- Supporting safe and fair workplaces through procurement from ethically accredited uniform and personal protective equipment suppliers.

- Delivering environmentally sustainable outputs through project-specific requirements to use sustainable resources, manage waste and pollution and use recycled content in construction.
- Adopting environmentally sustainable business practices through waste and airborne pollution reduction.
- Adopting equality and safety practices through the adoption of family violence leave and gender equality support.

During 2022–23, Museums Victoria made progress with social procurement activities, as follows:

- Museums Victoria exceeded its aim of having 1% of suppliers from Victorian-based Aboriginal and Torres Strait-owned businesses. Social procurement principles were included in the Museums Victoria Procurement Policy and Standard Operating Procedures.
- Increased use of State Purchase Contracts with embedded social procurement benefits. As of January 2022, Museums Victoria transitioned to the use of mandatory State Purchase Contracts.
- Inclusion of relevant social procurement selection criteria and weightings in all relevant Requests for Tenders and Quotations.

Social Procurement Objectives	2022–23 Achievement
Number of accredited Victorian-based Aboriginal businesses engaged. (2022–23 Target: 1%)	1.24%
Value of work placed on Victorian-based Aboriginal businesses	\$103,264*
Social Benefit Suppliers as a Proportion of Total Suppliers	2.07%**
Value of work placed on Social Benefit Suppliers	\$298,360

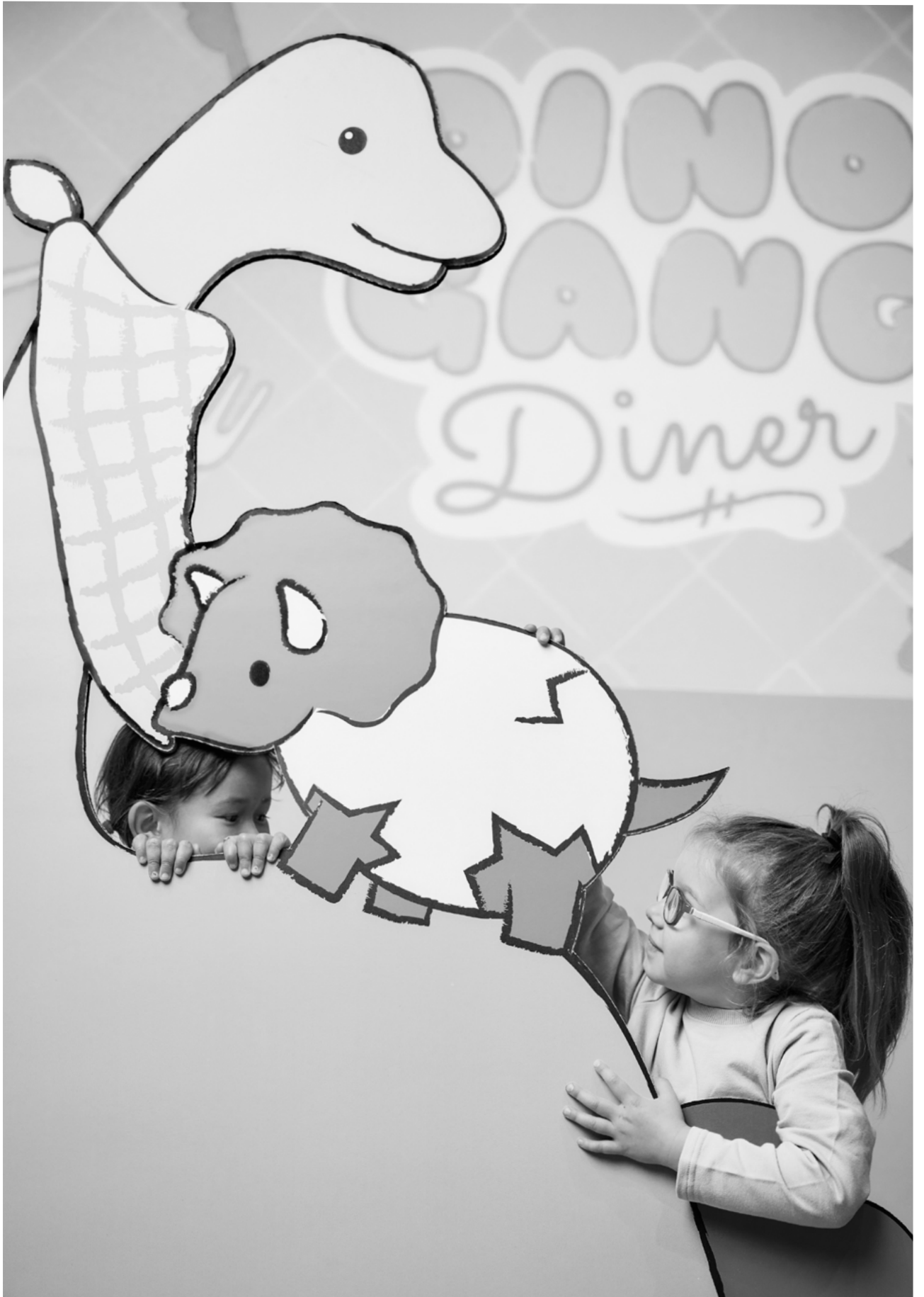
* Further work was placed on non-accredited individuals and businesses.

** All figures calculated using Department of Government Services supplied ABN Wash Tool.

Disclosure of Emergency Procurement

Victorian Government entities must report activation of Emergency Procurement in their annual report including details related to each activation.

During 2022–23, Museums Victoria did not activate any Emergency Procurement.



Young visitors engaging with Museums Victoria's Dino Gang
Source: Museums Victoria | Photographer: Eugene Hyland

About the Financial Statements

The financial statements highlight our financial performance and overall position as at 30 June 2023.

The financial statements consist of five parts:

- Comprehensive operating statement
- Balance sheet
- Cash flow statement
- Statement of changes in equity
- Notes to the Financial Statements.

The financial statements are prepared by the Museums Victoria finance area, reviewed by our Chief Financial Officer and Audit and Risk Committee and then audited by the Victorian Auditor-General's Office.

Comprehensive operating statement

The Statement of Comprehensive Income measures an entity's financial performance over a specific period (usually 12 months). The Statement of Comprehensive Income comprises a profit and loss statement which compares revenues received against expenses incurred. Excess revenue over expenses results in an operating surplus, while excess expenses over revenue results in an operating deficit.

Balance sheet

The Statement of Financial Position provides a snapshot of the financial health of an entity at the end of the reporting period. It presents the value of the assets held, amounts owing (liabilities), and the equity (net worth) of the entity.

Cash flow statement

This statement shows the actual movements of cash during the financial year. Overall, the Museum's available cash has significantly increased, but it also faced increased expenses compared to the previous financial year due to the reopening of sites in November 2021.

Statement of changes in equity

Equity is the net worth of the entity and is represented by total assets less total liabilities in the Statement of Financial Position. An entity's equity balance is made up of initial capital (contributions), accumulated surplus/deficit and reserves.

Net worth decreased by \$2.304 million from \$1,996.088 million to \$1,993.784 million. This decrease was due to the operating deficit of \$2.858 million (after Museums Victoria's \$20.224 million unfunded depreciation expense). This was offset by capital contributions of \$0.554 million received from Creative Victoria.

Notes to the Financial Statements.

The notes to the financial statements provide a more detailed breakup of line items presented in the financial statements. They also disclose other matters such as the Museums Victoria's accounting policies, outstanding commitments at the end of the reporting period and other financial disclosures including key executive management personnel and remuneration. The financial statements should be read in conjunction with these accompanying notes.

Financial statements

Museums Board of Victoria

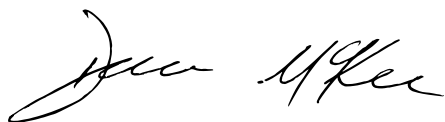
Declaration in the Financial Statements

We certify that the attached financial statements for the Museums Board of Victoria have been prepared in accordance with Standing Direction 5.2 of the Assistant Treasurer under the *Financial Management Act 1994*, applicable Financial Reporting Directions, Australian Accounting Standards including interpretations, and other mandatory professional reporting requirements.

We further state that, in our opinion, the information set out in the Comprehensive Operating Statement, Balance Sheet, Statement of Changes in Equity, Cash Flow Statement and accompanying notes, presents fairly the financial transactions during the year ended 30 June 2023 and financial position of the Museums Board of Victoria as at 30 June 2023.

At the time of signing, we are not aware of any circumstance which would render any particulars included in the financial statements to be misleading or inaccurate.

We authorise the attached financial statements for issue on 30 August 2023.



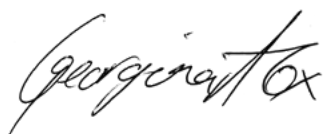
.....
Mr Dale McKee

Treasurer, Museums Board of Victoria



.....
Ms Lynley Crosswell

Chief Executive Officer and Director



.....
Ms Georgina Cox

Chief Financial Officer

30 August 2023

.....
Dated

Financial statements table of contents for the financial year ended 30 June 2023

Museums Board of Victoria (Museums Victoria) has presented its audited general-purpose financial statements for the financial year ended 30 June 2023 in the following structure to provide users with the information about Museums Victoria's stewardship of resources entrusted to it.

Financial statements

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Financial statements

Comprehensive operating statement for the financial year ended 30 June 2023

	Notes	2023 \$'000	2022 \$'000
Continuing Operations			
Income from transactions			
Grants	2.2	62,131	59,123
Self-Generated Income	2.3	43,753	28,783
Other Income	2.4	7,084	4,506
Total income from transactions		112,968	92,412
Expenses from transactions			
Employee benefit expenses	3.2	(59,417)	(55,945)
Operating expenses	3.3	(36,550)	(42,462)
Depreciation	4.2	(20,224)	(19,421)
Total expenses from transactions		(116,191)	(117,828)
Net deficit from transactions		(3,223)	(25,416)
Other economic flows included in net result			
Net gain arising from revaluation of long service leave liability ⁱ		365	1,951
Total other economic flows included in net result		365	1,951
Net result		(2,858)	(23,465)
Other economic flows – other comprehensive income/expenditure			
Items that will not be reclassified to Net result			
Changes in Fair Value of Foreign Currency Hedging Contracts	8.1.2	-	148
Comprehensive result		(2,858)	(23,317)

i. Revaluation gain/(loss) due to changes in bond rates.

The above Comprehensive Operating Statement should be read in conjunction with the accompanying notes.

Balance sheet as at 30 June 2023

	Notes	2023 \$'000	2022 \$'000
Financial Assets			
Cash and deposits	6.1	36,442	28,366
Receivables	5.1	1,410	3,397
Other financial asset	7.1.2	430	-
Total Financial Assets		38,282	31,763
Non-Financial Assets			
Property, plant, equipment, exhibitions and collections	4.1	1,987,819	1,993,820
Other non-financial assets		3,636	2,871
Total Non-Financial Assets		1,991,455	1,996,691
Total Assets		2,029,737	2,028,454
Liabilities			
Payables	5.2	13,462	11,188
Advance from Victorian Government	5.3	3,942	5,544
Leases	6.2.3	2,294	864
Employee related provisions	3.2.2	15,825	14,770
Other financial liability	7.1.2	430	-
Total Liabilities		35,953	32,366
Net Assets		1,993,784	1,996,088
Equity			
Accumulated deficit	8.1.1	(329,881)	(312,155)
Reserves	8.1.2	1,692,798	1,677,930
Contributed capital	8.1.3	630,867	630,313
Net Worth		1,993,784	1,996,088

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

Cash flow statement for the financial year ended 30 June 2023

	Notes	2023 \$'000	2022 \$'000
Cash Flows from Operating Activities			
Receipts			
Receipts from government		64,765	59,826
Receipts from other entities		52,290	35,513
Interest received		1,324	90
Goods and Services Tax Recovered from the ATO ⁱ		855	1,821
Total Receipts		119,234	97,250
Payments			
Payments to suppliers and employees		(96,762)	(93,267)
Total Payments		(96,762)	(93,267)
Net Cash Flows Provided by Operating Activities	6.1.1	22,472	3,983
Cash Flows from Investing Activities			
Purchases of non-financial assets		(12,448)	(12,347)
Net Cash Flows Used in Investing Activities		(12,448)	(12,347)
Cash Flows from Financing Activities			
Finance costs		(217)	(178)
Proceeds of advance from Victorian Government and lease liabilities		132	-
Repayments of advance from Victorian Government and lease liabilities		(2,417)	(2,020)
Capital Contribution Received		554	17,693
Net Cash Flows Used in Financing Activities		(1,948)	15,495
Net Increase in Cash Held		8,076	7,131
Cash and Deposits at the Beginning of the Financial Year		28,366	21,235
Cash and Deposits for the Period Ending 30 June 2023	6.1	36,442	28,366

i. Goods and Services Tax (GST) recovered/(paid) to the ATO is presented on a net basis.

The above Cash Flow Statement should be read in conjunction with accompanying notes.

Statement of changes in equity for the financial year ended 30 June 2023

		Accumulated Deficit	Board Reserves	Trust Funds Reserves	Special Purpose Reserves	Physical Asset Revaluation Surplus Reserve	Foreign Currency Hedging Reserve	Contributions by Owner	Total
Notes	8.1.1	8.1.1	8.1.2	8.1.2	8.1.2	8.1.2	8.1.2	8.1.3	8.1.3
Balance at 1 July 2021		(292,731)	7,962	2,963	7,819	1,663,227	(148)	610,370	1,999,462
Net result for the year		(23,465)	-	-	-	-	-	-	(23,465)
Other Comprehensive income for the year		-	-	-	-	-	148	-	148
Transfer (to)/from Accumulated Deficit		4,041	(2,485)	3	(1,559)	-	-	-	-
Transfer (to)/from Reserves		-	164	-	(164)	-	-	-	-
Capital contributions		-	-	-	-	-	-	19,943	19,943
Balance at 30 June 2022		(312,155)	5,641	2,966	6,096	1,663,227	-	630,313	1,996,088
Net result for the year		(2,858)	-	-	-	-	-	-	(2,858)
Other Comprehensive income for the year		-	-	-	-	-	-	-	-
Transfer (to)/from Accumulated Deficit		(14,868)	3,854	3,950	7,064	-	-	-	-
Capital contributions		-	-	-	-	-	-	554	554
Balance at 30 June 2023		(329,881)	9,495	6,916	13,160	1,663,227	-	630,867	1,993,784

The above Statement of Changes in Equity should be read in conjunction with the accompanying notes.

Notes to the financial statements

1. About this report

Museums Board of Victoria (Museums Victoria) is a Victorian Government statutory authority of Creative Victoria, a division of the Department of Jobs, Skills, Industry and Regions (DJSIR).

Its principal address is:

Museums Victoria
11 Nicholson Street
Carlton 3053
Victoria, Australia

A description of the nature of Museums Victoria's operations and principal activities is included in the Report of operations, which does not form part of these financial statements.

Basis of Accounting Preparation And Measurement

These financial statements are in Australian dollars and the historical cost convention is used unless a different measurement basis is specifically disclosed in the note associated with the item measured on a different basis.

The accrual basis of accounting has been applied in preparing these financial statements, whereby assets, liabilities, equity, income and expenses are recognised in the reporting period to which they relate, regardless of when cash is received or paid.

Consistent with the requirements of AASB 1004 *Contribution*, contributions by owners (that is, contributed capital and its repayment) are treated as equity transactions and, therefore, do not form part of the income and expenses of Museums Victoria.

Additions to net assets which have been designated as contributions by owners are recognised as contributed capital. Other transfers that are in the nature of contributions to or distributions by owners have also been designated as contributions by owners.

Judgements, estimates and assumptions are required to be made about financial information being presented. The significant judgements made in the preparation of these financial statements are disclosed in the notes where amounts affected by those judgements are disclosed. Estimates and associated assumptions are based on professional judgements derived from historical experience and various other factors that are believed to be reasonable under the circumstances. Actual results may differ from these estimates.

Revisions to accounting estimates are recognised in the period in which the estimate is revised and also in future periods that are affected by the revision. Judgements and assumptions made by management in applying AAS that have significant effects on the financial statements and estimates are disclosed in the notes under the heading: 'Significant judgement or estimates'.

All amounts in the financial statements have been rounded to the nearest \$1,000 unless otherwise stated.

Government funding commitment to preparing these financial statements on a going concern basis

The Victorian Government will continue to support Museums Victoria, ensuring it can continue to grow its revenues and return to sustainable operations. The Victorian Government makes this commitment via a formal Letter of Support dated 4 July 2023. The letter gives confidence that Museums Victoria can prepare its Annual Financial Report for 2022–23 on a going concern basis to meet the Australian accounting standard AASB 101 *Presentation of Financial Statements* requirements.

The Letter of Support was prepared in consultation with the Department of Treasury and Finance (DTF) and Victorian Auditor-General's Office (VAGO). The terms and conditions of the Letter of Support remain broadly consistent with previous years.

The Letter of Support is subject to specific conditions:

- discretionary expenditure is minimised while maintaining core activities, programs and services.
- revenue is maximised through adopting appropriate operational strategies over the short to medium term.
- existing funding sources are drawn down, including uncommitted cash reserves and liquidating tradeable equity investments (unless significantly disadvantageous).
- Museums Victoria continues to provide DJSIR and DTF with a monthly cashflow forecast in the format requested.

Compliance information

These general purpose financial statements have been prepared in accordance with the *Financial Management Act 1994* (FMA) and applicable Australian Accounting Standards (AASs), which include Interpretations, issued by the Australian Accounting Standards Board (AASB). In particular, they are presented in a manner consistent with the requirements of AASB 1049 *Whole of Government and General Government Sector Financial Reporting*.

Where appropriate, those AAS paragraphs applicable to not-for-profit entities have been applied. Accounting policies selected and applied in these financial statements ensure that the resulting financial information satisfies the concepts of relevance and reliability, thereby ensuring that the substance of the underlying transactions or other events is reported.

2. Funding delivery of our services

Introduction

The objective of Museums Victoria is to enrich the lives of people through wondrous discovery and trusted knowledge. Museums Victoria's role in sharing and exchanging knowledge, experiences, and expertise is critical in helping audiences make sense of this world and fostering a greater understanding of the deep connections we have to each other and our environment.

Museums Victoria meets its objectives through funding from grants, self-generated income (e.g. fees and charges and rent revenue) and other income (e.g. interest income and donations). The grants comprised Victorian government appropriation, capital funding, research and education grants.

Structure

- 2.1 Summary of revenue and income that funds the delivery of our services
- 2.2 Grants
- 2.3 Self-Generated income
- 2.4 Other income

2.1 Summary of revenue and income that funds the delivery of our services

	Notes	2023 \$'000	2022 \$'000
Grants	2.2	62,131	59,123
Self-Generated income	2.3	43,753	28,783
Other income	2.4	7,084	4,506
Total income from transactions		112,968	92,412

Revenue and income that fund the delivery of Museums Victoria's services are accounted for consistently with the requirements of the relevant accounting standards disclosed in the following notes.

2.2 Grants

	Notes	2023 \$'000	2022 \$'000
Victorian Government grants	2.2.1	59,927	57,661
Commonwealth government grants		575	131
Other grants		1,629	1,331
Total grants		62,131	59,123

Grants recognised under AASB 1058

Museums Victoria has determined that the grant income under AASB 1058 has been earned under arrangements that are either not enforceable and/or linked to sufficiently specific performance obligations.

Income from grants without any sufficiently specific performance obligations, or that are not enforceable, is recognised when Museums Victoria has an unconditional right to receive cash which usually coincides with the receipt of cash. On initial recognition of the asset, Museums Victoria recognises any related contributions by owners, increases in liabilities, decreases in assets, and revenue ('related amounts') in accordance with other Australian Accounting Standards. Related amounts may take the form of:

- contributions by owners, in accordance with AASB 1004;
- revenue or a contract liability arising from a contract with a customer, in accordance with AASB 15;
- a lease liability in accordance with AASB 16;
- a financial instrument, in accordance with AASB 9; or
- a provision, in accordance with AASB 137 *Provisions, Contingent Liabilities and Contingent Assets*.

Grants recognised under AASB 15

Income from grants that are enforceable and with sufficiently specific performance obligations are accounted for as revenue from contracts with customers under AASB 15. Revenue is recognised when Museums Victoria satisfies the performance obligation by providing services and is recognised based on the consideration specified in the funding agreement and to the extent that it is highly probable a significant reversal of the revenue will not occur. The funding payments are normally received in advance or shortly after the relevant obligation is satisfied.

2.2.1 Victorian Government grants

Museums Victoria received the following grants from the Victorian Government.

	2023 \$'000	2022 \$'000
Recurrent grant		
Applied to operations	53,481	54,853
Total recurrent grant	53,481	54,853
Other Grants from Victorian Government Entities	6,446	2,808
Total Victorian Government Grants	59,927	57,661

2.3 Self-Generated income

	2023	2022
	\$'000	\$'000
Fees and Charges	27,028	17,581
Sales of Goods and Services	7,110	6,887
Rent Revenue	4,328	1,629
Sponsorship	493	498
Memberships	2,160	1,299
Income TAC - Road to Safety Education Complex (Operational)	2,634	889
Total self-generated income	43,753	28,783

The categories included in the table above are transactions that Museums Victoria has determined to be classified as revenue from contracts with customers in accordance with AASB 15.

Performance obligations and revenue recognition policies

Revenue is measured based on the consideration specified in the contract with the customer. Museum Victoria recognises revenue when it transfers control of a good or service to the customer.

Revenue is recognised when, or as, the performance obligations for the sale of goods and services to the customer are satisfied. Income from the rendering of services is recognised at a point in time when the performance obligation is satisfied when the service is completed; and over time when the customer simultaneously receives and consumes the services as it is provided. Consideration received in advance of recognising the associated revenue from the customer is recorded as a contract liability. Where the performance obligations are satisfied but not yet billed, a contract asset is recorded.

Fees and charges consists of income received from admissions, education and community programs, outreach services and onsite car parking facilities. It is recognised at the time of attendance by visitors paying fees and charges.

Income from sale of goods and services comprise mainly retail shop sales at Melbourne Museum, Scienceworks and Immigration Museum. It is recognised upon delivery of the goods and services to the customer.

Rental revenue at museum venues is recognised in the month when the event is held.

Membership fees are recognised over the membership period to which it relates.

Sponsorship income represents the cash, goods and services received from sponsorship contracts. Goods and services received free of charge are only recognised when the fair value can be reliably determined and control is obtained over any goods and services provided.

2.4 Other income

	2023 \$'000	2022 \$'000
Donations income	4,323	1,223
Interest from Financial Assets	1,366	94
Royalties Received	8	8
Miscellaneous Income	1,387	3,181
Total other income	7,084	4,506

Donations income is recognised on receipt.

Donated cultural assets are recognised when the gift is accepted by Museums Victoria and control of the asset or the right to receive the asset exists. The donated cultural assets are recorded at fair value, which is determined either by independent valuations or by curatorial or other assessments by Museums Victoria.

Interest income is recognised on a monthly basis taking into account interest rates applicable to the financial assets.

Miscellaneous income consists mainly of recoveries of event costs and trust income. All other income for provision of goods and services is recognised when received or receivable.

Voluntary Services: Contributions in the form of services are only recognised when a fair value can be reliably determined and the services would have been purchased if not donated. Museums Victoria does not recognise volunteer services due to lack of reliable measurements.

3. The cost of delivering services

Introduction

This section provides an account of the expenses incurred by Museums Victoria in delivering its objectives. In Section 2, the funds that enable the provision of services were disclosed and in this note the cost associated with the provision of services is recorded.

Structure

- 3.1 Expenses incurred in delivery of services
- 3.2 Employee benefit expenses
- 3.3 Operating expenses

3.1 Expenses incurred in delivery of services

	Notes	2023 \$'000	2022 \$'000
Employee benefit expenses	3.2	59,417	55,945
Operating expenses	3.3	36,550	42,462
Total expenses from transactions		95,967	98,407

3.2 Employee benefit expenses

3.2.1 Employee benefits in the comprehensive operating statement

	2023 \$'000	2022 \$'000
Salaries and wages, annual leave and long service leave	54,233	51,447
Defined contribution superannuation expense	4,896	4,192
Defined benefit superannuation expense	288	306
Total employee expenses	59,417	55,945

Employee expenses include all costs related to employment, including wages and salaries, fringe benefits tax, leave entitlements, termination payments and WorkCover premiums.

The amount recognised in the Comprehensive Operating Statement in relation to superannuation is employer contributions for members of both defined benefit and defined contribution superannuation plans that are paid or payable during the reporting period. Museums Victoria does not recognise any defined benefit liabilities because it has no legal or constructive obligation to pay future benefits relating to its employees. Instead, DTF discloses in its annual financial statements the net defined benefit cost related to the members of these plans as an administered liability (on behalf of the State as the sponsoring employer).

3.2.2 Employee benefits in the balance sheet

Provision is made for benefits accruing to employees in respect of wages and salaries, annual leave and long service leave (LSL) for services rendered to the reporting date and recorded as an expense during the period the services are delivered.

	2023 \$'000	2022 \$'000
Current provisions:		
Annual leave		
Unconditional and expected to be settled within 12 months	1,869	1,983
Unconditional and expected to be settled after 12 months	2,221	2,092
Long service leave		
Unconditional and expected to be settled within 12 months	492	525
Unconditional and expected to be settled after 12 months	7,535	6,954
Provisions for on-costs		
Unconditional and expected to be settled within 12 months	828	783
Unconditional and expected to be settled after 12 months	1,643	1,144
Total current provisions for employee benefits	14,588	13,481
Non-current provisions:		
Employee benefits	1,016	1,107
On-costs	221	182
Total non-current provisions for employee benefits	1,237	1,289
Total provisions for employee benefits	15,825	14,770

Reconciliation of movement in on-cost provision

	2023 \$'000	2022 \$'000
Opening balance	2,109	2,027
Additional provisions recognised	648	358
Unwind of discount and effect of changes in the discount rate	(65)	(276)
Closing balance	2,692	2,109
Current	2,471	1,927
Non-current	221	182
Total on-cost	2,692	2,109

Wages and salaries, annual leave and sick leave: Liabilities for wages and salaries (including non-monetary benefits, annual leave and on-costs) are recognised as part of the employee benefits provision as current liabilities, because Museums Victoria does not have an unconditional right to defer settlements of these liabilities.

The liability for salaries and wages is recognised in the balance sheet at remuneration rates which are current at the reporting date. As Museums Victoria expects the liabilities to be wholly settled within 12 months of the reporting date, they are measured at undiscounted amounts.

All annual leave liability is classified as a current liability since Museums Victoria does not have a conditional right to defer the settlement of the entitlement.

No provision has been made for sick leave as all sick leave is non-vesting and it is not considered probable that the average sick leave taken in the future will be greater than the benefits accrued in the future. As sick leave is non-vesting, an expense is recognised in the Comprehensive operating statement as it is taken.

Employment on-costs such as payroll tax, workers compensation and superannuation are not employee benefits. They are disclosed separately as a component of the provision for employee benefits when the employment to which they relate has occurred.

Unconditional LSL is disclosed as a current liability even where Museums Victoria does not expect to settle the liability within 12 months because it will not have the unconditional right to defer the settlement of the entitlement should an employee take leave within 12 months.

The components of this current LSL liability are measured at:

- undiscounted value – if Museums Victoria expects to wholly settle within 12 months; or
- present value which has been discounted using bond rate – if Museums Victoria does not expect to wholly settle within 12 months.

Conditional LSL is disclosed as a non-current liability. There is an unconditional right to defer the settlement of the entitlement until the employee has completed the requisite years of service. This non-current LSL is measured at present value which has been discounted using bond rate.

Any gain or loss following revaluation of the present value of non-current LSL liability is recognised as a transaction, except to the extent that a gain or loss arises due to changes in bond interest rates for which it is then recognised as an 'other economic flow' in the net result.

3.2.3 Superannuation contributions

Museums Victoria is required to recognise all superannuation payments as expenses in its comprehensive operating statement. The Department of Treasury and Finance recognises the aggregate unfunded superannuation liability relating to employing entities in its financial statements of 30 June 2023 as the Victorian Government has assumed responsibility for this liability.

Below are the major employee superannuation funds and contributions paid or payable by Museums Victoria. The total amount of superannuation excludes amounts paid under salary sacrifice arrangements.

	Paid contribution for the year		Contribution outstanding at year end	
	2023 \$'000	2022 \$'000	2023 \$'000	2022 \$'000
State Superannuation Fund (VicSuper Scheme)	2,659	2,517	-	-
State Superannuation Fund (Revised Scheme and New)	288	306	-	-
Other funds	2,237	1,675	-	-
Total	5,184	4,498	-	-

3.3 Operating expenses

	2023 \$'000	2022 \$'000
Cost of Goods Sold	2,274	1,442
Finance Costs	217	178
Facilities Expenses	13,766	16,733
Consumables and Corporate Expenses	11,183	10,335
Contractors and Exhibitions	6,332	10,927
Marketing and Promotion	2,740	2,783
Collections Management	38	64
Total operating expenses	36,550	42,462

Operating expenses generally represent the day-to-day running costs incurred in normal operations. Operating expenses are recognised as an expense in the reporting period in which they are incurred.

Cost of Goods Sold is the cost of retail shop inventory sold in the reporting period. When inventories are sold, the carrying amount of those inventories shall be recognised as an expense in the period in which the related income is recognised.

Contractors and Exhibitions expenses consist mainly of film royalties, exhibition fees and construction costs.

Marketing and promotion is expenditure incurred on advertising, public relations and market research.

4. Key assets available to support service delivery

Introduction

Museums Victoria controls assets that are utilised in fulfilling its objectives and conducting its activities. They represent the resources that have been entrusted to Museums Victoria to be utilised for the delivery of services.

Where the assets included in this section are carried at fair value, additional information is disclosed in Note 7.3 in connection with how those fair values were determined.

Significant judgment : Asset valuation impact

The market in which Museums Victoria assets were last independently revalued in 2020–21 was impacted by the uncertainty the coronavirus (COVID-19) had caused which created significant valuation uncertainty. The valuer has advised us that since December 2022, the State of Emergency valuation protocols have been lifted. The fair value assessment undertaken by Museums Victoria, indicates no material change in values as at 30 June 2023.

Structure

4.1 Total property, plant, equipment, exhibitions and collections

4.2 Depreciation

4.1 Total property, plant, equipment, exhibitions and collections

	Gross carrying amount		Accumulated depreciation		Net carrying amount	
	2023 \$'000	2022 \$'000	2023 \$'000	2022 \$'000	2023 \$'000	2022 \$'000
Land at fair value	518,650	518,650	-	-	518,650	518,650
Buildings at fair value	576,991	555,906	(31,633)	(15,675)	545,358	540,231
Plant, equipment and vehicles at fair value	36,881	34,590	(30,452)	(29,041)	6,429	5,549
Exhibitions at fair value	94,478	87,919	(84,069)	(81,389)	10,409	6,530
Work in progress at cost	8,487	25,924	-	-	8,487	25,924
Collections at fair value ⁱ	898,714	897,050	(228)	(114)	898,486	896,936
Net carrying amount	2,134,201	2,120,039	(146,382)	(126,219)	1,987,819	1,993,820

i. Depreciation of collections is for Library (non-rare) assets.

The following tables are subsets of buildings, and, plant and equipment by right-of-use assets.

4.1 Total right-of-use assets: plant, equipment and vehicles

	Gross carrying amount	Accumulated depreciation	Net carrying amount	Gross carrying amount	Accumulated depreciation	Net carrying amount
	2023 \$'000	2023 \$'000	2023 \$'000	2022 \$'000	2022 \$'000	2022 \$'000
Plant, equipment and vehicles	4,453	2,172	2,281	2,241	1,394	847
Net carrying amount	4,453	2,172	2,281	2,241	1,394	847

Plant, equipment and vehicles at fair value	
\$'000	
Opening balance – 1 July 2022	847
Additions	2,246
Depreciation	(812)
Closing balance – 30 June 2023	2,281

Plant, equipment and vehicles at fair value	
\$'000	
Opening balance – 1 July 2021	1,226
Additions	61
Depreciation	(440)
Closing balance – 30 June 2022	847

Initial recognition

All non-current physical assets are recognised initially at cost and subsequently measured at fair value less accumulated depreciation. Where an asset is received for no or nominal consideration, the cost is the asset's fair value at the date of acquisition. Full revaluations are made with sufficient regularity to ensure the carrying amount does not differ materially from its fair value. FRD 103 *Non-financial physical assets* determines the revaluation cycle to occur every five years.

Non-specialised land

Non-specialised land is valued using the market approach, whereby assets are compared to recent comparable sales or sales of comparable assets that are considered to have nominal value.

Specialised land

The market approach is also used for specialised land, although it is adjusted for the community service obligation (CSO) to reflect the specialised nature of the land being valued.

The CSO is an allowance made to reflect the difference between unrestricted freehold land and land held by the public sector which is affected due to political, social and economic restraints. This arises because the land is crown land and in a public zone. The CSO adjustment reflects the valuer's assessment of the impact of restrictions associated with the land.

Buildings

Buildings are valued using a current replacement cost method adjusted for the associated depreciations.

Plant, equipment and exhibitions

Items of plant, equipment and exhibitions, are measured initially at cost and subsequently revalued at fair value less accumulated depreciation. The fair value of plant, equipment and exhibitions is determined by the asset's current replacement cost. For plant, equipment and exhibitions, existing depreciated historical cost is generally a reasonable proxy for current replacement cost because of the short lives of the assets concerned.

Collections

Collections are valued based on an independent valuer's comprehensive valuation report (using the market and cost of recollection approach).

4.1.1 Reconciliation of movements in carrying amount of property, plant, equipment, exhibitions and collections

	Land	Buildings	Plant, Equipment & Vehicles	Exhibitions	WIP	Collections	Total
2023	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Opening balance	518,650	540,231	5,549	6,530	25,924	896,936	1,993,820
Additions	-	-	2,352	227	9,980	2,649	15,208
Disposals	-	-	-	-	-	(985)	(985)
Transfers	-	21,085	-	6,332	(27,417)	-	-
Depreciation	-	(15,958)	(1,472)	(2,680)	-	(114)	(20,224)
Closing balance	518,650	545,358	6,429	10,409	8,487	898,486	1,987,819
2022							
Opening balance	518,650	555,906	6,633	4,983	21,332	893,788	2,001,292
Additions	-	-	26	3,124	5,537	4,369	13,056
Disposals	-	-	-	-	-	(1,107)	(1,107)
Transfers	-	-	41	904	(945)	-	-
Depreciation	-	(15,675)	(1,151)	(2,481)	-	(114)	(19,421)
Closing balance	518,650	540,231	5,549	6,530	25,924	896,936	1,993,820

4.2 Depreciation

	2023 \$'000	2022 \$'000
Buildings	15,958	15,675
Plant, Equipment and Motor Vehicles	1,472	1,151
Exhibitions	2,680	2,481
Collections-Library (non-Rare)	114	114
Total depreciation	20,224	19,421

All buildings, plant and equipment and other non-financial physical assets that have finite useful lives, are depreciated. The exceptions to this rule include land and collections including rare and high-value library books.

Depreciation is generally calculated on a straight-line basis, at rates that allocate the asset's value, less any estimated residual value, over its estimated useful life as determined by management. The estimated useful lives for the different asset classes for the current year are included in the table below:

Asset	Useful life (years)
Buildings	37 to 109
Plant, Equipment and Motor Vehicles	1 to 20
Exhibitions	1 to 5
Collections-Library (non-Rare)	50

Right-of-use assets are generally depreciated over the shorter of the asset's useful life and the lease term. Where Museums Victoria obtains ownership of the underlying leased asset or if the cost of the right-of-use asset reflects that Museums Victoria will exercise a purchase option, Museums Victoria depreciates the right-of-use asset over its useful life.

Indefinite life assets: Land and Collections including rare and high-value library books considered to have an indefinite life are not depreciated. Depreciation is not recognised in respect of these assets because their service potential has not, in any material sense, been consumed during the reporting period.

The recoverable amount for most assets is measured at the higher of current replacement cost and fair value less costs to sell. Recoverable assets held primarily to generate net cash inflows are measured at the higher of the present value of future cash flows expected to be obtained from the asset and fair value less costs to sell.

5. Other assets and liabilities

Introduction

This section sets out those assets and liabilities that arose from Museums Victoria's controlled operations.

Structure

- 5.1 Receivables
- 5.2 Payables
- 5.3 Advance from Victorian Government

5.1 Receivables

	2023 \$'000	2022 \$'000
Contractual		
Debtors	1,183	3,027
Less Allowance for impairment losses of contractual receivables	(30)	(25)
Interest receivable	45	4
Statutory		
GST input tax credit recoverable	212	391
Total receivables	1,410	3,397
<i>Represented by:</i>		
Current receivables	1,410	3,397

Contractual receivables are classified as financial instruments and categorised as 'financial assets at amortised costs'. They are initially recognised at fair value plus any directly attributable transaction costs. Museums Victoria holds the contractual receivables to collect the contractual cash flows and, therefore, subsequently measured at amortised cost using the effective interest method, less any impairment.

Statutory receivables do not arise from contracts and are recognised and measured similarly to contractual receivables (except for impairment) but are not classified as financial instruments. Museums Victoria applies AASB 9 for initial measurement of the statutory receivables, and as a result, statutory receivables are initially recognised at fair value plus any directly attributable transaction cost.

Details about Museum Victoria's impairment policies, the Museum Victoria's exposure to credit risk, and the calculation of the loss allowance are set out in Note 7.1.1.

5.2 Payables

	2023 \$'000	2022 \$'000
Contractual		
Trade Creditors	125	608
Other Payables	9,930	7,582
Unearned Income	2,314	2,240
Accrued Salaries	625	386
Statutory		
Payroll Tax	468	372
Total payables	13,462	11,188
<i>Represented by:</i>		
Current payables	13,462	11,188

Payables consist of:

Contractual payables are classified as financial instruments and measured at amortised cost. They represent liabilities for goods and services provided to Museums Victoria before the end of the financial year and which are unpaid. These amounts are unsecured and usually paid within 30 days following the month of recognition.

Contractual payables consist of trade creditors, unearned income, accrued salaries and other payables. Unearned income comprises Royal Exhibition Building events income and the deferral of membership income.

Statutory payables are recognised and measured similarly to contractual payables. However, these statutory obligations are not classified as financial instruments and are not included in the category of financial liabilities because they do not arise from contracts.

Maturity analysis of contractual payables

	Carrying amount \$'000	Nominal amount \$'000	Maturity dates			
			Less than 1 month \$'000	1-3 months \$'000	3 months- 1 year \$'000	1-5 years \$'000
2023						
Trade Creditors	125	125	84	24	17	-
Other Payables	9,930	9,930	-	-	-	-
Unearned Income	2,314	2,314				
Accrued Salaries	625	625				
Total	12,994	12,994	84	24	17	-
2022						
Trade Creditors	608	608	608	-	-	-
Other Payables	7,582	7,582	-	-	-	-
Unearned Income	2,240	2,240				
Accrued Salaries	386	386				
Total	10,816	10,816	608	-	-	-

5.3 Advance from Victorian Government

	2023 \$'000	2022 \$'000
Advance from Victorian Government	3,942	5,544
<i>Represented by:</i>		
Current advance	1,570	1,570
Non-current advance	2,372	3,974

These are unsecured loans which bear no interest. The term of a loan is generally agreed by the Minister at the time the advance was provided.

Creative Victoria provided an advance for the Energy Management Program (EMP) to reduce utility costs and carbon emissions (\$2.916m remaining). The portion of EMP advance that is not payable in the next financial year has been reflected as a non-current advance above.

Department of Treasury and Finance provided an advance of \$1.025m to acquire the Triceratops fossil. \$0.100m was repaid in the 2023 financial year.

The interest free advances have been valued according to AASB 1058 *Income of Not-for-Profit Entities*, where the value is recognised at present value using the effective interest method, with the difference recognised as a gain on receipt of an interest-free loan. The gain is recognised in the Comprehensive Operating Statement. The interest rate used in determining the present value of the advance is the TCV yield rate as at 30 June 2023.

6. How we financed our operations

Introduction

This section provides information on sources of finance used by Museums Victoria during its operations.

Structure

- 6.1 Cash and deposits
- 6.2 Leases
- 6.3 Commitments for expenditure

6.1 Cash and deposits

	2023 \$'000	2022 \$'000
Cash at call deposits	24,668	22,400
Cash	11,774	5,966
Total cash and deposits	36,442	28,366

Cash and deposits, including cash equivalents, comprise cash on hand, cash at bank and at call accounts. They are held to meet short-term cash commitments rather than for investment purposes and are readily convertible to known amounts of cash, and are subject to an insignificant risk of changes in value.

For the purpose of the cash flow statement, cash includes cash-on-hand and in bank. Cash at the end of the financial year as shown in the cash flow statement is reconciled to the related items in the balance sheet as follows:

6.1.1 Reconciliation of net result for the period to cash flow from operating activities

	2023 \$'000	2022 \$'000
Net result for the year	(2,858)	(23,465)
Non-cash movements		
Gain arising from revaluation of long service leave liability	(365)	(1,951)
Depreciation expense	20,224	19,421
Other non-cash movements	338	459
Movements included in financing activities		
Finance costs	217	178
Capital Contributions Receivable	-	2,250
Movement in assets and liabilities		
Decrease/(Increase) in receivables	1,987	(2,012)
Decrease/(Increase) in other non-financial assets	(764)	2,914
Increase/(Decrease) in payables	2,274	4,471
Increase/(Decrease) in employee-related provisions	1,419	1,718
Net cash flows from operating activities	22,472	3,983

6.2 Leases

Information about leases for which Museums Victoria is a lessee is presented below.

Museums Victoria leasing activities

Museums Victoria leases various equipment and motor vehicles. The lease contracts are typically made for fixed periods of 3–5 years, with an option to renew the lease after that date.

6.2.1 Right-of-use Assets

Leases of IT equipment that are under \$10,000 are considered low-value items. Museums Victoria has elected not to recognise right-of-use assets and lease liabilities for these leases.

6.2.2 Amounts recognised in the Comprehensive Operating Statement

The following amounts are recognised in the Comprehensive Operating Statement relating to leases:

	2023 \$'000	2022 \$'000
Interest expense on lease liabilities	101	30
Expenses relating to leases of low-value assets	504	938
Total amount recognised in the Comprehensive Operating Statement	605	968

6.2.3 Amounts recognised in the Cash Flow Statement

The following amounts are recognised in the Cash Flow Statement for the year ending 30 June 2023 relating to leases:

	2023 \$'000	2022 \$'000
Total cash outflow for leases	342	339

	Minimum future lease payments		Present value of minimum future lease payments	
	2023 \$'000	2022 \$'000	2023 \$'000	2022 \$'000
Leases				
Leases are payable as follows:				
Not longer than 1 year	869	516	793	504
Longer than 1 year but not longer than 5 years	1,603	362	1,501	360
Minimum lease payments	2,472	878	2,294	864
Less future finance charges	(178)	(14)	-	-
Present value of minimum lease payments	2,294	864	2,294	864
<i>Represented by:</i>				
Current lease liabilities			793	504
Non-current lease liabilities			1,501	360
Total Lease Liabilities			2,294	864

Finance leases relate to motor vehicles leased from the Department of Treasury and Finance and various IT equipment leases.

6.3 Commitments for expenditure

Commitments for future expenditure include operating and capital commitments arising from contracts. These commitments are recorded below at their nominal value and inclusive of GST. Where it is considered appropriate and provides additional relevant information to users, the net present values of significant individual projects are stated. These future expenditures cease to be disclosed as commitments once the related liabilities are recognised in the balance sheet.

6.3.1 Total commitments payable

Nominal amounts 2023	Less than 1 year \$'000	1-5 years \$'000	5+ years \$'000	Total \$'000
Capital expenditure commitments	6,852	359	-	7,211
Low-value and short-term lease commitments	192	328	-	519
Operating expenditure commitments	5,174	1,845	-	7,019
Total commitments (inclusive of GST)	12,218	2,532	-	14,749
Less GST recoverable				1,475
Total commitments (exclusive of GST)				13,274

Nominal amounts 2022	Less than 1 year \$'000	1-5 years \$'000	5+ years \$'000	Total \$'000
Capital expenditure commitments	6,336	505	-	6,841
Low-value and short-term lease commitments	334	225	-	559
Operating expenditure commitments	6,102	6,453	-	12,555
Total commitments (inclusive of GST)	12,772	7,183	-	19,955
Less GST recoverable				1,995
Total commitments (exclusive of GST)				17,960

Commitments decreased mainly due to lower operating expenditure commitments from contracts, including MSS Security and building maintenance. Capital commitments include the CSUP Storage Facility contracts.

7. Risks, contingencies and valuation judgements

Introduction

Museums Victoria is exposed to risk from its activities and outside factors. As a result, it is often necessary to make judgements and estimates associated with recognising and measuring items in the financial statements. This section sets out financial instrument-specific information (including exposures to financial risks) and those items that are contingent in nature or require a higher level of judgement to be applied, which for Museums Victoria related mainly to fair value determination.

Structure

- 7.1 Financial instruments specific disclosures
- 7.2 Contingent assets and contingent liabilities
- 7.3 Fair value determination and impairment

7.1 Financial instruments specific disclosures

7.1.1 Financial risk management objectives and policies

As a whole, Museums Victoria's financial risk management program seeks to manage financial risks and the associated volatility of its financial performance.

The main purpose of holding financial instruments is to prudentially manage Museums Victoria's financial risks within the government policy parameters.

Museums Victoria's main financial risks include credit risk, liquidity risk, interest rate risk and foreign currency risk. Museums Victoria manages these financial risks in accordance with its Financial Management and Risk policies.

Cash investments are governed by an investment policy approved by the Board of Museums Victoria. The policy restricts investment to only the Central Banking System (CBS) At Call Account with the Westpac Bank.

Categories of financial assets

Financial assets at amortised cost

Financial assets are measured at amortised costs if both of the following criteria are met and the assets are not designated as fair value through net result:

- the assets are held by Museums Victoria to collect the contractual cash flows, and
- the assets' contractual terms give rise to cash flows that are solely payments of principal and interests.

These assets are initially recognised at fair value plus any directly attributable transaction costs and subsequently measured at amortised cost using the effective interest method less any impairment.

Museums Victoria recognises the following assets in this category:

- cash and deposits; and
- receivables (excluding statutory receivables); and
- foreign exchange forward contract used for hedging.

Categories of financial liabilities

Financial liabilities at amortised cost are initially recognised on the date they originated. They are initially measured at fair value plus any directly attributable transaction costs. After initial recognition, these financial instruments are measured at amortised cost, with any difference between the initially recognised amount and the redemption value being recognised in profit and loss over the period of the interest-bearing liability, using the effective interest rate method.

Museums Victoria recognises the following liabilities in this category:

- payables (excluding statutory payables); and
- borrowings (including lease liabilities); and
- foreign exchange forward contract payable.

7.1.2 Financial instruments: Categorisation

	\$'000			
2023	Financial assets / liabilities measured at fair value through other comprehensive income	Financial assets at amortised cost	Financial liabilities at amortised cost	Total
Contractual financial assets				
Cash and deposits	-	36,442	-	36,442
<i>Receivablesⁱ:</i>				
Sale of goods and services	-	1,198	-	1,198
<i>Other financial asset:</i>				
Foreign exchange forward contract used for hedging	430	-	-	430
Total contractual financial assets	430	37,640	-	38,070
Contractual financial liabilities				
<i>Payablesⁱ:</i>				
Supplies and services	-	-	10,055	10,055
Advance from Victorian Government	-	-	3,942	3,942
Lease liabilities	-	-	2,294	2,294
<i>Other financial liability:</i>				
Foreign exchange forward contract payable	430	-	-	430
Total contractual financial liabilities	430	-	16,291	16,721

i. Receivables and Payables exclude statutory receivables and payables.

7.1.2 Financial instruments: Categorisation continued

				\$'000
2022	Financial assets / liabilities measured at fair value through other comprehensive income	Financial assets at amortised cost	Financial liabilities at amortised cost	Total
Contractual financial assets				
Cash and deposits	-	28,366	-	28,366
<i>Receivables:</i>				
Sale of goods and services	-	3,006	-	3,006
Total contractual financial assets	-	31,372	-	31,372
Contractual financial liabilities				
<i>Payables:</i>				
Supplies and services	-	-	8,190	8,190
Advance from Victorian Government	-	-	5,544	5,544
Lease liabilities	-	-	864	864
Total contractual financial liabilities	-	-	14,598	14,598

i. Receivables and Payables exclude statutory receivables and payables.

7.1.3 Financial Risk: Credit risk

Credit risk refers to the possibility that a borrower will default on its financial obligations as and when they fall due. Museums Victoria's exposure to credit risk arises from the potential default of a counter party on their contractual obligations resulting in financial loss to Museums Victoria. Credit risk is measured at fair value and is monitored regularly.

The maximum exposure to credit risk on financial assets recognised on the Balance Sheet is the carrying amount, net of any provisions for doubtful debts. Currently, Museums Victoria does not hold any collateral as security or credit enhancements relating to its financial assets.

Museums Victoria follows a process of reviewing all trade debtors during the year to identify doubtful debts or other possible impairments. Provision of impairment for contractual financial assets is recognised when there is objective evidence that Museums Victoria will not be able to collect a receivable. Objective evidence includes financial difficulties of the debtor, default payments, debts that are more than 60 days overdue, and changes in debtor credit ratings.

Contract financial assets are written off against the carrying amount when there is no reasonable expectation of recovery. Bad debt written off by mutual consent is classified as a transaction expense. Bad debt written off following a unilateral decision is recognised as other economic flows in the net result.

Except as otherwise detailed in the following table, the carrying amount of contractual financial assets recorded in the financial statements, net of any allowances for losses, represents Museums Victoria's maximum exposure to credit risk. There has been no material change to Museums Victoria's credit risk profile in 2022-23.

Credit quality of financial assets				\$'000
2023	Government agencies (A-1+ credit rating)	Financial institution (A-1+ credit rating)	Not rated	Total
Financial assets with loss allowance measured at 12-month expected credit loss				
Cash and deposits	-	36,436	6	36,442
Statutory receivables (with no impairment loss recognised)	212	-	-	212
Foreign exchange forward contract used for hedging	430	-	-	430
Financial assets with loss allowance measured at lifetime expected credit loss				
Contractual receivables applying the simplified approach for impairment	-	-	1,228	1,228
Total contractual financial assets	642	36,436	1,234	38,312

Credit quality of financial assets				\$'000
2022	Government agencies (A-1+ credit ratings)	Financial institution (A-1+ credit ratings)	Not rated	Total
Contractual financial assets				
Financial assets with loss allowance measured at 12-month expected credit loss				
Cash and deposits	-	28,358	8	28,366
Statutory receivables (with no impairment loss recognised)	391	-	-	391
Financial assets with loss allowance measured at lifetime expected credit loss				
Contractual receivables applying the simplified approach for impairment	-	-	3,031	3,031
Total contractual financial assets	391	28,358	3,039	31,788

Impairment of financial assets under AASB 9

Museums Victoria records the allowance for expected credit loss for the relevant financial instruments, applying AASB 9's *Expected Credit Loss* approach. Subject to AASB 9 impairment assessment include the Museums Victoria's contractual receivables and statutory receivables.

Contractual receivables at amortised cost

Museums Victoria applies AASB 9 simplified approach for all contractual receivables to measure expected credit losses using a lifetime expected loss allowance based on the assumptions about the risk of default and expected loss rates. Museums Victoria has grouped contractual receivables on shared credit risk characteristics and days past due and selected the expected credit loss rate based on Museum Victoria's history, existing market conditions, as well as forward-looking estimates at the end of the financial year.

On this basis, Museums Victoria determines the opening loss allowance on the initial application date of AASB 9 and the closing loss allowance at the end of the financial year as follows:

						\$'000
30 June 2023	Current	Less than 1 month	1-3 months	3 months-1 year	1 year-5 years	Total
Expected loss rate	0%	1%	5%	10%	100%	
Gross carrying amount of contractual receivables	610	339	124	99	11	1,183
Loss allowance	-	3	6	10	11	30

30 June 2022	Current	Less than 1 month	1-3 months	3 months-1 year	1 year-5 years	Total
Expected loss rate	0%	1%	5%	10%	100%	
Gross carrying amount of contractual receivables	1,790	1,201	22	2	12	3,027
Loss allowance	-	12	1	-	12	25

Credit loss allowance is classified as other economic flows in the net result. Contractual receivables are written off when there is no reasonable expectation of recovery, and impairment losses are classified as a transaction expense. Subsequent recoveries of amounts previously written off are credited against the same line item.

In prior years, a provision for doubtful debts is recognised when there is objective evidence that the debts may not be collected and bad debts are written off when identified. A provision is made for estimated irrecoverable amounts from the sale of goods when there is objective evidence that an individual receivable is impaired. Bad debts are considered as written off by mutual consent.

Statutory receivables at amortised cost

Museums Victoria's non-contractual receivables arising from statutory requirements are not financial instruments. However, they are nevertheless recognised and measured in accordance with AASB 9 requirements as if those receivables are financial instruments.

7.2 Contingent assets and contingent liabilities

Contingent assets and contingent liabilities are not recognised in the balance sheet but are disclosed, and if quantifiable, are measured at nominal value.

Contingent assets and liabilities are presented inclusive of GST receivable or payable, respectively.

Contingent assets

Museums Victoria is unaware of any quantifiable or non-quantifiable contingent assets in the financial year 2022-23 (2022: Nil).

Contingent liabilities

Museums Victoria is unaware of any quantifiable or non-quantifiable contingent liabilities in the financial year 2022-23 (2022: Nil).

7.3 Fair value determination and impairment

Fair value determination requires judgement and the use of assumptions. This section sets out information on how Museums Victoria determined fair value for financial reporting purposes.

Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date.

The following assets and liabilities are carried at fair value:

- financial assets and liabilities at fair value through operating results; and
- land, buildings, plant and equipment, exhibitions and collections.

Museums Victoria determines the policies and procedures for determining fair values for both financial and non-financial assets and liabilities as required.

Fair value hierarchy

In determining fair values, several inputs are used. To increase consistency and comparability in the financial statements, these inputs are categorised into three levels, also known as the fair value hierarchy. The levels are as follows:

- Level 1 – quoted (unadjusted) market prices in active markets for identical assets or liabilities;
- Level 2 – valuation techniques for which the lowest level input that is significant to the fair value measurement is directly or indirectly observable; and
- Level 3 – valuation techniques for which the lowest level input that is significant to the fair value measurement is unobservable.

Museums Victoria determines whether transfers have occurred between levels in the hierarchy by reassessing categorisation (based on the lowest level input that is significant to the fair value measurement as a whole) at the end of each reporting period.

How this section is structured

For those assets and liabilities for which fair values are determined, the following disclosures are provided:

7.3.1 Fair value determination of financial assets and liabilities

7.3.2 Fair value determination of non-financial physical assets

7.3.1 Fair value determination of financial assets and liabilities

The fair values and net fair values of financial instrument assets and liabilities are determined as follows:

- Level 1 – the fair value of financial instruments with standard terms and conditions and traded in active liquid markets are determined with reference to quoted market prices;
- Level 2 – the fair value is determined using inputs other than quoted prices that are observable for the financial asset or liability, either directly or indirectly; and
- Level 3 – the fair value is determined in accordance with generally accepted pricing models based on discounted cash flow analysis using unobservable inputs. (Unobservable inputs are inputs used in fair value accounting for which there is no market information available, which instead use the best information available for pricing assets or liabilities. An unobservable input may include reporting Museum Victoria's data, adjusted for other reasonably available information).

Museums Victoria currently holds a range of financial instruments recorded in the financial statements where the carrying amounts are at fair value, either due to their short-term nature or the expectation that they will be paid in full by the end of the 2022–23 reporting period.

These financial instruments include:

Financial assets

Cash and deposits

Receivables

Foreign exchange forward contract used for hedging

Financial liabilities

Payables

Advance from Victorian Government

Leases

Foreign exchange forward contract payable

Where the fair value of the financial instruments is different from the carrying amounts, the following information has been included to disclose the difference.

7.3.2 Fair value determination: Non-financial physical assets

Fair value measurement hierarchy		\$'000		
2023	Carrying amount as at 30 June 23	Fair value measurement at end of reporting period using:		
		Level 1	Level 2	Level 3
Non-specialised land	33,000	-	33,000	-
Specialised land	485,650	-	-	485,650
Total Land at fair value	518,650	-	33,000	485,650
Buildings	545,358	-	-	545,358
Total Buildings at fair value	545,358	-	-	545,358
Plant, Equipment and Vehicles ⁱ	6,429	-	-	6,429
Total Plant, Equipment and Vehicles at fair value	6,429	-	-	6,429
Exhibitions	10,409	-	-	10,409
Total Exhibitions at fair value	10,409	-	-	10,409
Collections	898,486	-	-	898,486
Total Collections at fair value	898,486	-	-	898,486

Fair value measurement hierarchy		\$'000		
2022	Carrying amount as at 30 June 22	Fair value measurement at end of reporting period using:		
		Level 1	Level 2	Level 3
Non-specialised land	33,000	-	33,000	-
Specialised land	485,650	-	-	485,650
Total Land at fair value	518,650	-	33,000	485,650
Buildings	540,231	-	-	540,231
Total Buildings at fair value	540,231	-	-	540,231
Plant, Equipment and Vehicles ⁱ	5,549	-	-	5,549
Total Plant, Equipment and Vehicles at fair value	5,549	-	-	5,549
Exhibitions	6,530	-	-	6,530
Total Exhibitions at fair value	6,530	-	-	6,530
Collections	896,936	-	-	896,936
Total Collections at fair value	896,936	-	-	896,936

i. Classified in accordance with the fair value hierarchy, see Note 7.3.

Museums Victoria monitored conditions and events up to the date of signing the financial report for any indications of a decline in the value of Land, Buildings and Collections assets that may need to be adjusted or disclosed in the financial statements. If information was made available post-period end, which impacted the assumptions made in its impairment analysis, Museums Victoria considered whether those assumptions could be reasonably expected to be made at period end. The carrying value of non-financial physical assets is equal to the fair value.

Land Valuation

Non-specialised land (at the Merri-bek site) is valued using the market approach, whereby assets are compared to recent comparable sales or sales of comparable assets that are considered to have nominal value.

Valuer-General Victoria performed an independent valuation to determine fair value using the market approach. Valuation of the non-specialised land was determined by analysing comparable sales and considering factors such as land size, location, zoning and development potential. From this analysis, an appropriate rate per square metre has been applied to the land. The effective date of the valuation was 30 June 2021. To the extent that non-specialised land does not contain significant, unobservable adjustments, this asset is classified as Level 2 under the market approach.

Specialised land is valued using the market approach adjusted for the community service obligation (CSO) to reflect the specialised nature of the land being valued.

The CSO adjustment reflects the valuer's assessment of the impact of restrictions associated with an asset to the extent that it is equally applicable to market participants. This approach is in light of the highest and best use consideration required for fair value measurement. It considers the use of the physically possible asset, legally permissible and financially feasible. As adjustments of CSO (20%–30%) are regarded as significant unobservable inputs, specialised land would be classified as Level 3 assets.

Land valuation remained unchanged following its annual management assessment under FRD 103 Non-financial physical assets.

Building Valuation

Buildings are valued under a current replacement cost method adjusted for the associated depreciation. As depreciation adjustments are considered significant, unobservable inputs in nature, specialised buildings are classified as Level 3 fair value measurements.

Since the last comprehensive and independent assessment valuation in the 2021 financial year, Museums Victoria has performed annual fair value assessments on buildings under financial policy and disclosure FRD 103 issued by the Assistant Treasurer.

Buildings valuation remained unchanged following its annual management assessment under FRD 103 Non-financial physical assets.

Plant and Equipment is held at fair value, which has been determined using the current replacement cost method. As depreciation adjustments are considered significant, unobservable inputs in nature, Plant and Equipment is classified as Level 3 fair value measurements. There were no material movements in Plant and Equipment in the 2023 financial year.

Exhibitions are held at fair value, which has been determined using the current replacement cost method. As depreciation adjustments are considered significant, unobservable inputs in nature, Exhibitions are classified as Level 3 fair value measurements.

State Collection Valuation

Museums Victoria is required to undertake a comprehensive revaluation of the State Collection and Library (Collections) every five years under FRD 103 Non-financial physical assets. The valuation scope, methodologies, and calculations applied to the Collection's valuation were examined and certified by Valuer-General Victoria as meeting the relevant Australian Accounting Standards and FRD 103. The Collections were last independently valued in 2020–21.

The Museum's Collection comprises more than 17 million items across the three main collection areas: Society and Technology, First Peoples and Natural Sciences, with the Library holding around 40,000 items. For the year ended 30 June 2023, the fair value assessments have been performed on an individual basis for the high-value Collection items (> \$50,000) and a stratified multi-stage sampling basis for the low-value Collection items (< \$50,000).

All valuation techniques have been reviewed this year to ensure they are entirely consistent with the appropriate application of fair value (AASB 13). Due to the Collections' size and diversity, the vast bulk of the Collections (low-value items) was valued using a stratified multistage sampling method. The multistage sampling involves subdividing the low-value collections into smaller, concentrated representative strata for valuation purposes and applying values to a randomly-generated sample from each sub-collection. The stratification reduces the variability of the sampling outcome.

Items determined to be of high value (items with values more than \$50,000 and Library items worth more than \$4,000) were valued individually. Establishing a fair value for high-value items requires expert professional judgement from the Valuer, Jones Lang Lasalle (JLL), and takes account of various factors associated with each item, including condition, age, rarity, size, provenance and the marketplace. The values are evaluated for reasonableness against market and academic research and other transactions of items with limited levels of comparability.

The process of extrapolating the valuation results from each of the low-value samples across the entire sub-collection populations to determine the population values is considered a significant unobservable input to the valuation. This is demonstrated through the range of 'relative standard error' (RSE) for each stratum representing the variability within the whole stratum against the sampled portion. This statistical approach utilises average values, and all sample-based valuations are considered Level 3 measurements.

Overall, the fair value assessment of the Museums Victoria State Collection and Library carried out under FRD 103, showed a 3.62% increase in value between the 2021 comprehensive valuation, excluding accessions and deaccessions (4.15% increase after accessions and deaccessions). The increase was primarily in the Natural Sciences Collections category.

There were no changes in valuation techniques throughout the period to 30 June 2023.

For all assets measured at fair value, the current use is considered the highest and best use.

Reconciliation of Level 3 fair value
\$'000

2023	Land	Buildings	Plant and Equipment	Exhibitions	Collections
Opening balance	485,650	540,231	5,549	6,530	896,936
Purchases / (sales)	-	21,085	2,352	6,559	1,664
Depreciation	-	(15,958)	(1,472)	(2,680)	(114)
Subtotal	485,650	545,358	6,429	10,409	898,486
Revaluation	-	-	-	-	-
Subtotal	-	-	-	-	-
Closing balance	485,650	545,358	6,429	10,409	898,486

2022	Land	Buildings	Plant and Equipment	Exhibitions	Collections
Opening balance	485,650	555,906	6,633	4,983	893,788
Purchases / (sales)	-	-	67	4,028	3,262
Depreciation	-	(15,675)	(1,151)	(2,481)	(114)
Subtotal	485,650	540,231	5,549	6,530	896,936
Revaluation	-	-	-	-	-
Subtotal	-	-	-	-	-
Closing balance	485,650	540,231	5,549	6,530	896,936

Description of significant unobservable inputs to Level 3 valuation

2023	Valuation technique	Significant unobservable inputs
Specialised land	Market approach	Community service obligation (CSO) adjustment (20%–30%)
Specialised buildings	Current replacement cost	Direct cost per square metre Useful life of specialised buildings
Plant and Equipment	Current replacement cost	Cost per unit Useful life of plant and equipment
Exhibitions	Current replacement cost	Cost per unit Useful life of exhibitions
Collections	Market and recollection cost approach	Significant professional judgement by the valuation expert Statistical calculation based on extrapolation of sample valuations

Significant unobservable inputs have remained unchanged since June 2022.

8. Other disclosures

Introduction

This section includes additional material disclosures required by accounting standards or otherwise, for the understanding of this financial report.

Structure

- 8.1 Reserves
- 8.2 Responsible persons
- 8.3 Remuneration of executives
- 8.4 Related parties
- 8.5 Remuneration of auditors
- 8.6 Subsequent events
- 8.7 Australian Accounting Standards issued that are not yet effective

8.1 Reserves

8.1.1 Accumulated Deficit

	2023	2022
	\$'000	\$'000
Balance at beginning of financial year	(312,155)	(292,731)
Net result	(2,858)	(23,465)
Transfers to Reserves:		
Transfer (to)/from Board Reserves	(3,854)	2,321
Transfer (to)/from Trust Funds	(3,950)	(3)
Transfer (to)/from Externally Funded Special Projects	(7,064)	1,723
Balance at end of financial year	(329,881)	(312,155)

8.1.2 Reserves

	2023	2022
	\$'000	\$'000
Board Reserves		
Balance at beginning of financial year	5,641	7,962
Net result	-	-
Transfer (to)/from Accumulated Deficit	3,854	(2,485)
Transfer (to)/from Reserves	-	164
Balance at end of financial year	9,495	5,641
Board Reserves consist of working capital reserve, acquisition reserve.		
Trust Funds		
Balance at beginning of financial year	2,966	2,963
Net result	-	-
Transfer (to)/from Accumulated Deficit	3,950	3
Balance at end of financial year	6,916	2,966
Trust Funds consist of those funds which Museums Victoria may use for purposes defined by the relevant Trust deed or will.		
Special Purpose Reserves		
Balance at beginning of financial year	6,096	7,819
Net result	-	-
Transfer (to)/from Accumulated Deficit	7,064	(1,559)
Transfer (to)/from Reserves	-	(164)
Balance at end of financial year	13,160	6,096
Externally Funded Special Projects consist of unexpended Government and other grants tied to a specific purpose.		
Physical Asset Revaluation Surplus		
Balance at beginning of financial year	1,663,227	1,663,227
Asset revaluation increases	-	-
Balance at end of financial year	1,663,227	1,663,227
Foreign Currency Hedging Reserve		
Balance at beginning of financial year	-	(148)
Changes in Fair Value of Foreign Currency Hedging Contracts	-	148
Balance at end of financial year	-	-
Total Reserves	1,692,798	1,677,930

Board Reserves

This represents the Working Capital Reserve and Acquisition Reserve and was established over time through the generation of operating surpluses. Their purpose is to ensure financial sustainability, development and custodianship of collections of the entity. Expenditure in the Acquisition Reserve is recorded as an expense in the Comprehensive Operating Statement and will decrease the Board Reserve balances.

Trust Funds

This represents the balance of unexpended funds from bequests and external trusts, with the proceeds brought to account as revenue upon receipt. Subsequent expenditure is recorded as an expense in the Comprehensive Operating Statement and will decrease the trust fund.

Special Purpose Reserves

This represents the balance of grants and other external funding received by the entity from various external entities for specific projects including research, public access, exhibitions and capital. Proceeds are brought to account as revenue upon receipt. Subsequent expenditure is recorded as an expense in the Comprehensive Operating Statement and will decrease the reserve.

8.1.3 Contributed Capital

	2023	2022
	\$'000	\$'000
Balance at beginning of financial year	630,313	610,370
Capital Contribution	554	19,943
Balance at end of financial year	630,867	630,313

Contributed Capital consists of capital funds provided by the Victorian Government for the Melbourne Museum, Scienceworks, Immigration Museum and Royal Exhibition Building. Ministerial approval has been received for treating these amounts as Contributed Capital.

Contribution by owners

Consistent with the requirements of AASB 1004 *Contributions*, contributions by owners (that is, contributed capital and its repayment) are treated as equity transactions and, therefore, do not form part of the income and expenses of Museums Victoria.

Additions to net assets designated as contributions by owners are recognised as contributed capital. Other transfers in the nature of contributions to or distributions by owners have also been designated as contributions by owners.

Transfers of net assets arising from administrative restructurings are treated as distributions to or contributions by owners. Transfers of net liabilities arising from administrative restructurings are treated as distributions to owners.

8.2 Responsible persons

The following disclosures are made regarding responsible persons for the reporting period:

Minister for Creative Industries — Mr Steve Dimopoulos MP	1 July 2022 – 30 June 2023
Chief Executive Officer and Director — Ms Lynley Crosswell	1 July 2022 – 30 June 2023

Board Members:

Mr Leon Kempler AM (President) (Resigned as President after 10 July 2023 and from the Board after 31 July 2023)	1 July 2022 – 30 June 2023
Dr Bronte Adams AM (Term Expired after 20 June 2023)	1 July 2022 – 2 March 2023 21 March 2023 – 20 June 2023
Professor Bronwyn Fox	1 July 2022 – 30 June 2023
Mr Tim Goodwin	1 July 2022 – 30 June 2023
Mr Dale McKee	1 July 2022 – 30 June 2023
Ms Linda Bardo Nicholls AO	1 July 2022 – 30 June 2023
Ms Mary Stuart (Acting President after 10 July 2023)	1 July 2022 – 30 June 2023
Mr Peter Tullin	1 July 2022 – 30 June 2023

8.3 Remuneration of executives

Members of the Board act in an honorary capacity.

Amounts relating to the Minister are reported in the financial statements of the State's Annual Financial Report.

The remuneration of the Accountable Officer, who is not a Member of the Board, during the reporting period, is in the range of \$460,000 - \$470,000 (\$410,000 – \$420,000 in 2021–22). The remuneration of the Accountable Officer is not included in Note 8.3.1 below.

8.3.1 Remuneration of Executive Officers

(includes Key Management Personnel disclosed in Note 8.4.1)

	2023	2022
	\$'000	\$'000
Short-term employee benefits	1,371	1,217
Post-employment benefits	142	120
Other long-term benefits	38	31
Total remuneration	1,551	1,368
Total number of executivesⁱ	10	9
Total annualised employee equivalent (AEE)ⁱⁱ	9	7

i. The total number of executive officers includes persons who meet the definition of Key Management Personnel (KMP) of the entity under AASB 124 *Related Party Disclosures* and are also reported within the related parties note disclosure (Note 8.5.1).

ii. Annualised employee equivalent is based on the time fraction worked over the reporting period.

8.4 Related parties

Museums Board of Victoria is a wholly owned and controlled entity of the State of Victoria.

Key management personnel of the Museums Board of Victoria include the Portfolio Minister, Board members and members of the Executive Team:

Key Management Personnel	Position Title	Period
Mr Steve Dimopoulos MP	Minister for Creative Industries	1 July 2022 – 30 June 2023
Ms Lynley Crosswell	Chief Executive Officer and Director	1 July 2022 – 30 June 2023
Mr Leon Kempler AM	Board Member and President	1 July 2022 – 30 June 2023
Dr Bronte Adams AM	Board Member	1 July 2022 – 2 March 2023; 21 March 2023 – 20 June 2023
Professor Bronwyn Fox	Board Member	1 July 2022 – 30 June 2023
Mr Tim Goodwin	Board Member	1 July 2022 – 30 June 2023
Mr Dale McKee	Board Member	1 July 2022 – 30 June 2023
Ms Linda Bardo Nicholls AO	Board Member	1 July 2022 – 30 June 2023
Ms Mary Stuart	Board Member	1 July 2022 – 30 June 2023
Mr Peter Tullin	Board Member	1 July 2022 – 30 June 2023
Mr Sean Royal	Chief People and Engagement Officer	1 July 2022 – 2 Oct 2022
Mr Sean Royal	Chief Operating Officer (Acting)	1 July 2022 – 2 Oct 2022
Mr Sean Royal	Chief Operating Officer	3 Oct 2022 – 30 June 2023
Ms Georgina Cox	Chief Financial Officer	11 July 2022 – 30 June 2023
Mr Chiang Yip	Chief Financial Officer (Acting)	1 July 2022 – 10 July 2022
Dr Nurin Veis	Director Museums Victoria Research Institute	1 July 2022 – 30 June 2023
Ms Linda Sproul	Director Experience and Audience Experience	1 July 2022 – 30 June 2023
Ms Natalene Muscat	Director Communications and Stakeholder relations	1 July 2022 – 30 June 2023
Dr Rod Macneil	Director Development (Acting)	1 July 2022 – 19 May 2023
Ms Natalene Muscat	Director Commercial (Acting)	1 July 2022 – 10 Nov 2022
Dr Rod Macneil	Chief Governance and Comms Officer	20 May 2023 - 30 June 2023
Mr Richard Morrison	Director Commercial (Acting)	10 Nov 2022 – 30 June 2023
Ms Romina Calabro	Director Development and Commercial	1 July 2022 – 30 June 2023

8.4.1 Remuneration of Key Management Personnel

	2023 \$'000	2022 \$'000
Short-term employee benefits	1,782	1,586
Post-employment benefits	185	154
Other long-term benefits	48	41
Total remunerationⁱ	2,015	1,781

i. Note that KMPs are also reported in the disclosure of remuneration of executive officers (Note 8.3.1).

8.4.2 Related party transactions

Business transactions were carried out with the following related party entities for Key Management Personnel. All transactions were undertaken in the ordinary course of business and were at arm's length and on normal commercial terms.

	2023		2022		KMP	Relationship	Nature of Transactions
	Revenue \$'000	Expenditure \$'000	Revenue \$'000	Expenditure \$'000			
Victorian Arts Centre Trust	-	-	17	-	Mr Danny Pearson MP	Responsible Minister	Storage Income, Long Service Leave entitlement, ASIA TOPA grant
National Gallery of Victoria	-	-	37	-	Mr Danny Pearson MP	Responsible Minister	Storage Income, Program Partner Fee
	3	-	-	-	Mr Steve Dimopoulos MP	Responsible Minister	Future Forums Sponsorship
The University Of Melbourne	-	-	164	-	Dr Alison Inglis AM, Board Member	Master/Employee	Venue Hire and School Programs, Scholarships & Research Projects
CSIRO	275	57	83	21	Professor Bronwyn Fox, Board Member	Chief Scientist	Research Grants and contractor expenditure
Dandolo Partners	-	-	-	21	Dr Bronte Adams AM, Board Member	Wholly owned company	Consultancy Services
TOTAL	278	57	301	42			

As at 30 June 2023, there were no amounts outstanding to Museums Victoria with related parties (2022: Nil).

All other transactions with KMP and their related parties have not been considered material for disclosure. In this context, transactions are only disclosed when they are considered necessary to draw attention to the possibility that Museums Victoria's financial position and profit or loss may have been affected by the existence of related parties, and by transactions and outstanding balances, including commitments, with such parties.

8.4.3 Significant Transactions with Government-Related Entities

Museums Victoria received funding from and made payments to government-related entities below. All transactions were undertaken in the ordinary course of business and were at arm's length and on normal commercial terms.

Government-related Entity	Transactions	2023 (\$'000)
Department of Jobs, Skills, Industry and Regions	2022-23 Operating Funding	45,142
Department of Jobs, Skills, Industry and Regions	MM Transformed funding	8,339
Department of Jobs, Skills, Industry and Regions	Bushfires Website Project	267
Department of Jobs, Skills, Industry and Regions	Melbourne Revitalisation funding	729
Department of Jobs, Skills, Industry and Regions	CV Grant Allocation	3,985
Department of Jobs, Skills, Industry and Regions	Pink Diamonds	650
Department of Education and Training	Strategic Partnership Program	541
Department of Treasury and Finance	Interest Income, Central Banking System arrangement	1,366
Victorian Managed Insurance Authority	General and specialised insurance	(811)
Department of Treasury and Finance	Finance Lease – VicFleet	(105)
Various Government Departments	Other Minor Transactions ⁱ	269

Government-related Entity	Transactions	2022 (\$'000)
Department of Jobs Precincts and Regions	2021-22 Operating funding	45,780
Department of Jobs Precincts and Regions	MM Transformed funding	6,873
Department of Jobs Precincts and Regions	COVID-19 cashflow support funding	2,200
Department of Jobs Precincts and Regions	200 Years Greek Exhibition	1,000
Department of Education and Training	Strategic Partnership Program	542
Department of Jobs Precincts and Regions	Covid Safe Activities Program	275
Department of Education and Training	Early Childhood STEM Professional Learning	238
Department of Jobs Precincts and Regions	Melbourne Revitalisation funding	182
Visit Victoria	Art After Dark Event	151
Department of Jobs Precincts and Regions	Mental Health and Wellbeing funding	105
Department of Jobs Precincts and Regions	Critical Storage funding	100
Department of Jobs Precincts and Regions	Equity Transfer (Capital) Cultural Facilities Maintenance	2,103
Department of Jobs Precincts and Regions	Equity Transfer (Capital) COVID Capital	675
Department of Jobs Precincts and Regions	Equity Transfer (Capital) MM Transformed funding	10,590
Department of Jobs Precincts and Regions	Equity Transfer (Capital) Supporting Collections	6,575
Victorian Managed Insurance Authority	General and specialised insurance	(775)
Various Government Departments	Other Minor Transactions ⁱ	183

i. Other minor transactions are transactions less than \$100,000. These transactions relate to government grants offset by finance lease interest on motor vehicles.

Below are the amounts outstanding to and (by) Museums Victoria with government-related entities.

	Outstanding To/(By)	
	2023 \$'000	2022 \$'000
Government-related Entity		
Department of Jobs, Skills, Industry and Regions	7	1,734
Owing to Other Government-related entity	67	76
Total Outstanding To Museums Victoria	74	1,810
Department of Treasury and Finance	(1,196)	(1,273)
Department of Jobs, Skills, Industry and Regions	(4,023)	(4,445)
Owing by Other Government-related entity	(163)	(774)
Total Outstanding By Museums Victoria	(5,382)	(6,492)
Net Outstanding	(5,308)	(4,682)

8.5 Remuneration of auditors

	2023 \$'000	2022 \$'000
Victorian Auditor-General's Office		
Audit of the financial statement	95	85
Total remuneration of auditors	95	85

8.6 Subsequent events

Staff expense towards an Early Retirement Scheme (ERS) program will be incurred in the financial year 2023–24 (August).

It is also noted that the Board President stepped down on 10 July 2023 and resigned as a Board member on 31 July 2023, with an acting Board President appointed for an interim period of three months.

8.7 Australian Accounting Standards issued that are not yet effective

Certain new accounting standards have been published that are not mandatory for the 2022–23 reporting period. Museums Victoria assessed the impact of these new standards and their applicability and early adoption where applicable.

The following table outlines the accounting pronouncements that have been issued but are not effective for the 2022–23 reporting year, which may result in potential impacts on public sector reporting for future reporting periods.

Standard/ Interpretation	Summary	Applicable for annual reporting periods beginning on	Impact on Museums Victoria's financial statements
<i>AASB 2020-1 Amendments to Australian Accounting Standards – Classification of Liabilities as Current or Non-Current</i>	This Standard amends AASB 101 to clarify requirements for the presentation of liabilities in the statement of financial position as current or non-current. It initially applied to annual reporting periods beginning on or after 1 January 2022 with earlier application permitted however the AASB has recently issued AASB 2020-1 Amendments to Australian Accounting Standards – Classification of Liabilities as Current or Non-current – Deferral of Effective Date to defer the application by one year to periods beginning on or after 1 January 2023. Museums Victoria will not early adopt the Standard.	1 January 2023	It is not anticipated to have a material impact.

Auditor–General’s report



Victorian Auditor-General's Office

Independent Auditor’s Report

To the Board of the Museums Board of Victoria

Opinion	<p>I have audited the financial report of the Museums Board of Victoria (the entity) which comprises the:</p> <ul style="list-style-type: none">• balance sheet as at 30 June 2023• comprehensive operating statement for the year then ended• statement of changes in equity for the year then ended• cash flow statement for the year then ended• notes to the financial statements, including significant accounting policies• declaration in the financial statements. <p>In my opinion the financial report presents fairly, in all material respects, the financial position of the entity as at 30 June 2023 and its financial performance and cash flows for the year then ended in accordance with the financial reporting requirements of Part 7 of the <i>Financial Management Act 1994</i> and applicable Australian Accounting Standards.</p>
Basis for Opinion	<p>I have conducted my audit in accordance with the <i>Audit Act 1994</i> which incorporates the Australian Auditing Standards. I further describe my responsibilities under that Act and those standards in the <i>Auditor’s Responsibilities for the Audit of the Financial Report</i> section of my report.</p> <p>My independence is established by the <i>Constitution Act 1975</i>. My staff and I are independent of the entity in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board’s APES 110 <i>Code of Ethics for Professional Accountants</i> (the Code) that are relevant to my audit of the financial report in Victoria. My staff and I have also fulfilled our other ethical responsibilities in accordance with the Code.</p> <p>I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.</p>
Board’s responsibilities for the financial report	<p>The Board of the entity is responsible for the preparation and fair presentation of the financial report in accordance with Australian Accounting Standards and the <i>Financial Management Act 1994</i>, and for such internal control as the Board determines is necessary to enable the preparation and fair presentation of a financial report that is free from material misstatement, whether due to fraud or error.</p> <p>In preparing the financial report, the Board is responsible for assessing the entity’s ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless it is inappropriate to do so.</p>

Auditor's responsibilities for the audit of the financial report

As required by the *Audit Act 1994*, my responsibility is to express an opinion on the financial report based on the audit. My objectives for the audit are to obtain reasonable assurance about whether the financial report as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of this financial report.

As part of an audit in accordance with the Australian Auditing Standards, I exercise professional judgement and maintain professional scepticism throughout the audit. I also:

- identify and assess the risks of material misstatement of the financial report, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control
- evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Board
- conclude on the appropriateness of the Board's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the entity's ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the financial report or, if such disclosures are inadequate, to modify my opinion. My conclusions are based on the audit evidence obtained up to the date of my auditor's report. However, future events or conditions may cause the entity to cease to continue as a going concern.
- evaluate the overall presentation, structure and content of the financial report, including the disclosures, and whether the financial report represents the underlying transactions and events in a manner that achieves fair presentation.

I communicate with the Board regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.

MELBOURNE
1 September 2023



Simone Bohan
as delegate for the Auditor-General of Victoria

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The Museums Victoria annual report is prepared in accordance with all relevant Victorian legislations and pronouncements. This index has been prepared to facilitate identification of the Museum Board of Victoria's compliance with statutory disclosure requirements.

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