

PhD student



"Changes in marine populations indicate local and global phenomena such as pollution, temperature shifts, and the spread of exotic species. My research is focused on bryozoans, a phylum of mainly sessile animals. Using genetics I'm trying to find out whether certain species have been spread as a consequence of human activities or natural mechanisms. With its collections, laboratories and research team, the Museum is an exciting place for studying biology."



JOSH MACKIE
UNIVERSITY OF MELBOURNE
PHD STUDENT
MELBOURNE MUSEUM



Developing Collections

Notable acquisitions to the collection included:

- A collection of 13,600 butterflies from David and Joyce Holmes.
- A large vertebrate fossil collection, excavated from Early Cretaceous deposits near Inverloch, Victoria, including the most complete Mesozoic mammalian jaws yet discovered in Australia.
- A collection of 200 rare minerals (many of Russian origin), and a large collection of fossil molluscs and echinoids.
- Various marine and terrestrial invertebrate collections, including a giant squid from off Sandy Cape, Tasmania.
- A rare large Prickly shark, and the skeleton of a large sperm whale which was recovered after being washed up at Port Fairy, Victoria.

Collection Management

The final stages of relocation were completed with the successful move of all zoological collections to Melbourne Museum. Implementation of the first stage of the new Electronic Museum (EMu) database project was completed, with the mineralogy collection data now accessible through public web interfaces. The development of other web projects, including *Bioinformatics*, now enables virtual public access to many collection objects and their associated data.

Advisory Committees

Science Program

- Dr Warwick Anderson, Centre for the Study of Health and Society, University of Melbourne.
- Professor Nancy Millis, Department of Microbiology, University of Melbourne.
- Professor Geoffrey Opat, School of Physics, University of Melbourne.
- Mr Robert Roe, Department of Learning and Educational Development, University of Melbourne.
- Professor Roger Short, Department of Perinatal Medicine, Royal Women's Hospital.

Human Mind and Body Program

- Professor James Angus, Department of Pharmacology, University of Melbourne.
- Professor John Coghlan, Department of Anatomy and Cell Biology, University of Melbourne.
- Professor Suzanne Cory, Walter and Eliza Hall Medical Research Institute.
- Professor Fred Mendelsohn, Howard Florey Institute, University of Melbourne.
- Professor Bob Williamson, Murdoch Children's Research Institute.

Environment Program

- Dr Angus Martin, Biotica Consultancy, Royal Melbourne Zoological Gardens.
- Professor Gareth Nelson, School of Botany, University of Melbourne.
- Dr Tim New, School of Zoology, La Trobe University.

Strategic Collection and Information Management

The Strategic Collection and Information Management Department plays a strategic and operational role in managing, conserving and accounting for the Museum's collections.

Strategic Collection Management

The Department identified and addressed such issues as disaster planning and occupational health and safety requirements. It coordinated other Museum-wide collection management responsibilities, including collection valuation and statistical compilation.

Developing Public Programs

Exhibitions collection coordination staff saw the culmination of a five-year project, managing the installation of Melbourne Museum exhibitions during its opening phases. The project involved the management of over 20,000 objects (including 500 loan items), 12,000 of which were selected and installed into the exhibitions. Artefacts ranged from delicate insects to large canoes, while Phar Lap was also relocated to his new home.

The Department managed the collection aspects of many of the Museum's major temporary exhibitions, as well as the interpretive collection of about 3000 objects, used for public activities.

Collection Conservation

12,000 objects displayed at Melbourne Museum, including the CSIRAC computer, the coua boat *Patsy*, and the State Landau were treated. Advice was provided on all elements of exhibitions, and assistance given to installation programs. Assessment and treatments for travelling exhibitions across all campuses, and for external loans were provided.

The Integrated Pest Management program was maintained and upgraded across all the collection-holding facilities. Environments across the campuses were monitored and environmental advice was provided to facility managers.

Staff also advised on and managed conservation elements of the collection relocation project. Assistance continued with the Roving Curator Program, with preservation workshops held at several Aboriginal keeping places in Victoria.

Collection Information Management

Geology collection information became accessible on the internal network via the EMu database, representing a major milestone in the implementation of the EMu system across the Museum. Invertebrate Palaeontology, Vertebrate Palaeontology, Numismatics and Philately databases were successfully mapped onto EMu, to be made available across the network next year. Mapping and checking work was also undertaken for the newly combined History and Technology database and the Mammals and Fish databases, while manuals and protocols for using EMu were developed. Approximately 180,000 images were loaded on to the multimedia component of EMu.

A prototype online access system was developed for EMu, and the system was used as a back-end data source for a number of Outreach projects, including the World War I and Sunshine Harvester online projects.

Developing Collection Facilities

Staff at the Moreland Annexe played a significant role in moving and installing large, complex objects such as the canoes, a totem pole and the Duigan aeroplane replica into Melbourne Museum.

Several modifications and rectifications were made to the Moreland Annexe to upgrade storage, including sealing the roof and relocating the library to Melbourne Museum. Safety and material handling systems were reviewed and revised, with a safety inspection program put in place, resulting in Moreland Annexe being awarded a Gold Medal MIFSPEC rating for the second time by the Victorian Managed Insurance Authority.

The Melbourne Museum storage project was completed, providing Museum Victoria with another state-of-the-art storage facility for its diverse collections. Work continued to develop the infrastructure towards implementing a collection inventory, which deploys bar-coding and wireless technology.

Production Studio

The Production Studio provides a range of digital, multimedia, exhibition, publication and preparatorial products and services.

The year brought a transition from focusing primarily on preparation and image capture, management and research for Melbourne Museum exhibitions, to establishing a comprehensive professional in-house production facility to service the whole organisation. The acquisition of a large format digital printer and a digital video editing suite have had a significant impact on production output. A complete photographic service was provided, including digital, studio, location, scientific, public relations and promotional photography, scanning and onscreen image manipulation, printing and processing services.

Staff continued the important work of establishing copyright clearance and permission for exhibition and non-exhibition product. In all, over 10,000 images were photographed and sourced for the Melbourne Museum project.

Numerous exhibits including skeletons, animal mounts, casts, replicas, and models were prepared, with staff contributing significantly to the installation of objects and subsequent maintenance of exhibitions at Melbourne Museum.

Highlights included the packing and relocation of Phar Lap, installation of the articulated Blue Whale and dinosaur skeletons and the successful retrieval of a sperm whale stranded at Port Fairy, Victoria. The manufacture of a large butterfly and chrysalis for the Children's Museum and animal models for the Mind and Body Gallery were also undertaken.

Future Priorities – Programs, Research and Collections

- Develop a research strategy, and increase use of the collections through collaborative projects.
- Revise the Collections Policy and prepare a Collection Development Strategy.
- Promote public access to the diversity and depth of the Museum's collections, through online products.
- Continue development of the new Museum-wide collections database.
- Continue the capture of digital images of collections.
- Complete reconciliation of the collections following their relocation to Melbourne Museum.
- Develop a risk assessment approach to collection conservation through preventative strategies.
- Develop the collection-inventory system, which uses bar-coding and wireless technology, initially in the History and Technology collections and Indigenous Cultures collections.
- Develop a proactive approach to the repatriation of Aboriginal human remains and secret/sacred objects.
- Provide support for all exhibition programs and program development, including temporary and touring exhibitions.



"I often take a quick walk around the campus just to see how people respond to the exhibits I've made. If you hear the sound of kids having a great time and really getting into it you know you've got it right. I like the challenge of the job; it's part art, part science, part theatre, but mostly lots of fun. After all, who else gets to make robots and model dinosaurs for a living?"



Interactive
workshop

MAX STRATING
TECHNICAL OFFICER
INTERACTIVE WORKSHOP
SCIENCEWORKS MUSEUM



SPACE CROSSING

There are no robots here...
robots are used to test the machine
to be able to control it.

The Robots are on the way

on the way

on the way

on the way

on the way to the planet

on the way to the planet

on the way to the planet

nirrobot
new planet



Regional Services

Supporting Regional and Specialist Museums

The Regional and Specialist Museum Advisory Committee, a sub-committee of the Museums Board of Victoria, was established to advise the Minister on matters relating to museums and museum services, to stimulate collaborative approaches and provide leadership to museums in Victoria.

Ongoing discussions were facilitated regarding strategic and financial support for regional museums, and specific initiatives were achieved in partnership with regional museums, including the travelling exhibitions *Ordinary Women*, *Extraordinary Lives* and *Showing Face*. Staff also provided specific advice to various regional museums. Museum Victoria continued to provide accommodation for the Victorian branch of Museums Australia.

Future Priorities

- Negotiate appropriate financial resources for support of regional museums.
- Communicate key issues for the Victorian museum sector to Government.
- Engage the Victorian community through Museum Victoria's outreach and roving curator programs.
- Discuss potential joint exhibition activities with regional museums.
- Continue to provide advice and support to individual metropolitan and regional museums.
- Continue to provide accommodation for the Victorian branch of Museums Australia.

Corporate Services

Human Resources Management

The successor to Museum Victoria's first Enterprise Partnership Agreement was achieved with a resounding 94 per cent 'yes' vote when the agreement was put to ballot in January. The agreement was certified in the Industrial Relations Commission in February.

Extensive consultation took place with staff and the Community and Public Sector Union with regard to the structural review of the Programs, Research and Collections Division.

After an intensive recruitment and training process a new front-of-house workforce for Melbourne Museum was in place for its opening. The process successfully recruited a team of consistently high calibre employees capable of delivering an excellent customer service experience to each Melbourne Museum visitor.

The Aboriginal Employment Strategy was implemented, resulting in the recruitment of 13 customer service officers at Melbourne Museum and the assistant collection manager of the Australian Aboriginal collection. Museum Victoria won an Arts Portfolio Leadership Award for this project.

Assistance was provided to develop and implement Museum Victoria's Partners in Reconciliation document – a clear statement of Museum Victoria's position and approach to reconciliation with indigenous Australians. Museum Victoria won an Arts Portfolio Leadership Award for this project.

Significant work occurred to establish and test a new 'employee self service' module of the in-house payroll system, providing staff with on-line access to their personal employment related information, and automating a variety of human resources transactions.

A family day for Museum Victoria staff was held during the development stage of Melbourne Museum, providing the opportunity for staff to show their families through the new museum prior to its opening.

Museum Victoria remains committed to the principles of merit and equity and has again chosen to incorporate this commitment and a variety of related initiatives into its new Enterprise Partnership Agreement. During the year, Museum Victoria revised and reissued its Managing Diversity and Equal Opportunity Policy and made this available to all staff. This policy has also been incorporated as a mandatory component of the online induction program developed for use by all new employees.

Occupational Health and Safety

Museum Victoria continued to apply rigorous and uncompromising standards to the management of its health and safety program, in line with the Occupational Health and Safety (OHS) Policy approved by the Museums Board of Victoria.

The presence of staff and visitors in the new Melbourne Museum complex while construction activity was still taking place necessitated safety training to ensure that any potential risks were identified and treated.

The cross-campus occupational health and safety program included the following outputs against defined performance indicators.

- Maintenance and testing programs were carried out for all Museum Victoria premises in accordance with the *Building Essential Services Act 1994*.
- Emergency evacuations were undertaken during the 2000/01 financial year on all campuses.

- Noise audit and/or air quality testing was carried out as required in the Melbourne Museum carpark, the Royal Exhibition Building earth sciences store, and Melbourne Museum.
- Museum Victoria's contractor safety management program was applied at all campuses, resulting in a reduction of recorded lost time incidents.
- Designated Work Groups were established for Melbourne Museum campus and an election process was put in place for OH&S representatives in accordance with Section 29 and 30, *Occupational Health and Safety Act 1985*.
- Designated work groups were established and OHS representative nomination elections were called.
- A legionella, bio-hazard and cooling tower testing and inspection program was established that exceeds the requirements of current regulations.
- Hazards and safety issues identified across all campuses have been addressed and treated in accordance with the established procedure.

A continuing program to address items identified in site risk surveys was undertaken. Museum Victoria maintained its Victorian Managed Insurance Authority gold medal rating for three premises and obtained silver ratings for the remaining three venues.

Incidents

Minute levels of legionella bacteria were detected in Melbourne Museum's cooling towers during routine testing in early 2001. While Health Department officials advised that the levels were so low that they posed a negligible risk, museum management chose to inform staff and the public, and some press coverage ensued. As a result of the detection, the museum chose to further improve its testing and treatment procedures, including increasing testing and dosing from a monthly to a weekly regime.

Finance and Administration

Services provided included finance, contract management, purchasing, fleet management and asset control. The following major outputs were achieved.

- Implementation of business systems and procedures for the opening of Melbourne Museum, including the integration of ticketing and retail systems across all campuses.
- Implementation of the Goods and Services Tax.
- A complete stocktake of all Museum Victoria furniture and equipment.

Major initiatives included the following.

- Revision and extension of an enterprise-wide financial model incorporating detailed modelling of Museum Victoria commercial operations.

- The development of financial reporting packages to track financial performance to key performance targets.
- Review of financial procedures for effectiveness and efficiency.

Facilities Management

Progressive occupation of the Melbourne Museum complex occurred while exhibition fitout and construction works were finalised. This continued throughout the opening phase of the museum, and produced a series of major facility management issues requiring resolution throughout the year.

Major achievements with regard to Melbourne Museum included the preparation of the building, implementation of facilities management arrangements and an emergency plan and procedures. Completion of a program of urgent and essential works and rectification of a number of major construction defects took place. A successful program of cleaning and managing air-conditioning cooling towers beyond legislative requirements was implemented.

Work continued on the Royal Exhibition Building (REB) with the completion of major refurbishment works to the facades and capital works in and around the building. A prioritised program of further works was developed for the REB.

Staff and collections from the Mollison Street premises were relocated to Melbourne Museum in August. Museum Victoria cleared and cleaned its Abbotsford premises to accommodate exhibition refurbishment and the construction program for Scienceworks Museum and Melbourne Museum.

Maintenance and service contracts were maintained for all business-critical plant and equipment. Museum Victoria statutory obligations under the Building Essential Services legislation were met.

Future Priorities

- Implement the organisational improvement strategies outlined in the Enterprise Partnership Agreement 2.
- Commence development and negotiation of the third Enterprise Partnership Agreement.
- Release new generation of financial reports.
- Develop online procurement processes.
- Develop and implement revised performance management and performance pay arrangements.
- Implement strategic facility management plans.
- Implement occupational health and safety and risk management plans.
- Deploy an automated 'employee self-service' human resource information system to better facilitate transactions.
- Achieve Victorian Managed Insurance Authority gold medal level rating for Melbourne Museum.

Museum Development

The Museum Development Division was formed in August and focuses on development and fundraising, public affairs and publicity, marketing and market research, membership, issues management and government relations.

Of particular importance is the expansion of sources of income and revenue through increased fundraising, including corporate sponsorship and donations from foundations and individuals. To this end, policies and strategies have been prepared and implementation of an intensive fundraising campaign commenced early in 2001, with a series of events to introduce corporate and philanthropic Australia to Museum Victoria.

A new support group – Museum Ambassadors – was introduced. This carefully chosen, diverse group of Ambassadors served as advocates for Museum Victoria and its activities within their sphere of influence and communities. A key element of the role was to assist the Museum in its fundraising campaign.

Divisional staff were heavily involved in planning for Melbourne Museum's opening, including coordination of opening events, media liaison and publicity, and managing issues relating to the need for a staged opening of the museum.

Two major events were held to herald the new Melbourne Museum. The memorable 'Feast for the Senses' Gala Preview event on 18 October, introduced the museum to over 1700 stakeholders, supporters and VIP guests. Reconciliation was the major theme for the public opening by the Premier of Victoria, the Hon. Steve Bracks MP, on Saturday 21 October. The opening was a tremendous success with over 65,000 people taking advantage of the free admission over the opening weekend.

The new *Museum Victoria Magazine* was launched in May by Museum Victoria Ambassador, Ms Ita Buttrose AO. The magazine replaced a number of regular publications produced by the Division and will play an increasingly important role in the way the museum communicates with its key stakeholders.

Corporate Development

Museum Victoria is committed to developing long-term partnerships and mutually beneficial relationships. New partnership opportunities have been identified and negotiated and existing partners serviced. Partners include corporate sponsors, philanthropic organisations and individuals, Government funding bodies, media and suppliers.

Corporate Development has continued to raise awareness in the community about opportunities and projects being developed by Museum Victoria. Highlights included the development of a new fundraising strategy, sponsorship guidelines and a sponsorship policy; hosting a series of dinners to enable people from Melbourne's corporate and philanthropic sectors to preview Melbourne Museum; and conducting a series of Melbourne Museum tours for potential supporters.

A full list of Museum Victoria's supporters, including sponsors, donors and Ambassadors, appears on page 67 of this Report.

Museum Victoria Members

The opening of Melbourne Museum provided a new impetus for the Museum Victoria Membership program. A concerted membership campaign and special members events linked to opening stages resulted in the number of memberships tripling by the end of the year, to almost 10,000 memberships representing over 30,000 people.

Events offered during the year included opportunities to go 'behind-the-scenes' to see the new museum's collection stores and laboratories, a special preview of Melbourne Museum, screenings of the new Melbourne Planetarium show, and a guided tour of Mt William in Lancefield, which is an area of historical and archaeological significance.

Corporate Public Relations

The Corporate Public Relations Department is responsible for the public affairs activities of Museum Victoria and Melbourne Museum, including media management and publicity, issues management, government and public relations. The focus this year was on ensuring the successful launch and staged opening of Melbourne Museum.

Museum Development

School children navigate Melbourne's subterranean world in the Sewer Tour, sponsored by Melbourne Water.

Phar Lap's historic night move to Melbourne Museum generated extensive national media interest.

The first issue of the new Museum Victoria Magazine featured an eye-catching photograph from the Mind and Body Gallery.



The implementation of the Melbourne Museum Media and Public Relations Plan, which commenced in November 1999, continued during 2000 to secure extensive international, national and local media interest in the new museum.

Intensive issue management was required as construction delays beyond the control of Museum Victoria dictated the need for a staged opening. By August, it was apparent that the Stage One opening in October would unveil less than half the museum's exhibition galleries. A number of strategies were implemented to address the issue and a successful staged opening program was achieved.

The six-month opening period was turned to advantage, with media, public and stakeholder events and publicity activities for the opening of each new stage ensuring a consistently high public profile for the new museum.

Highlights included:

- Combined efforts of public relations and marketing contributed to achieving awareness of Melbourne Museum among 98 per cent of adult Melburnians by the end of the year (independent Newspoll survey).
- Media coverage valued in excess of \$22 million was achieved worldwide, including attendance by CNN International's 'artclub' program at the October opening events, resulting in significant coverage that aired in over 200 countries.
- Over 90 per cent of all media coverage was positive or neutral in content, demonstrating the clear success of the museum's issue management strategies.
- Saturation media coverage in Australia and New Zealand was achieved for the historic relocation of Phar Lap from the former museum in the city centre to Melbourne Museum.

- Involvement in over 20 events and media launches, featuring the development of Melbourne Museum, the staged exhibition gallery openings, launches for travelling exhibitions, and Museum Victoria achievements. Intensive work went into developing targeted invitation lists for these events, with particular emphasis on the guest list for the 'Feast of the Senses' gala event.
- Coordination of visits to Melbourne Museum by a large number of international and interstate officials, politicians, tourism industry and government department representatives, and media.
- Developing a Melbourne Museum media resource web site.
- Commissioning the commemorative song Galleries of Life by Kutcha Edwards for the launch of Melbourne Museum.
- Significant Australian and international interest in the discovery of a rare giant squid.
- Development of a comprehensive Government Relations Strategy for Museum Victoria.

Marketing

The key priority for the year was to successfully launch Melbourne Museum and market it effectively to target markets.

The marketing campaign adopted the full mix of marketing communications. The opening advertising campaign aimed to strongly position the new museum in the leisure market. Using the slogan 'Life. Now Showing', four television commercials were produced to portray a sense of life and the unexpected. This was supported with print, direct mail, collateral, promotions, transit and radio campaigns. Each use of advertising was leveraged where possible by sponsorship support.

In addition to the general positioning campaign, each special exhibition was supported with an advertising campaign to target markets.

The education and tourism markets were a key focus for the year. Melbourne Museum was represented at major tourism trade shows and conducted a comprehensive familiarisation and events program to introduce the museum to the local industry and further strengthen relationships. The Museum's Patron, the Governor of Victoria, Mr John Landy AC MBE, spoke at an evening event to introduce hundreds of Victorian teachers to the museum.

Melbourne Museum's opening celebrations were designed to involve and excite a large cross-section of the community, and were extended by collaboration with the Melbourne International Festival of the Arts.

Highlights included:

- Contributing to attendances of over 800,000 people to Melbourne Museum between 21 October 2000 and 30 June 2001.
- Combined communications activities and significant sponsorship relationships resulting in over 65,000 people attending Melbourne Museum's opening weekend celebrations.
- The Melbourne Museum tourism marketing program performed above expectations with 12 per cent of visitors coming from overseas, 16 per cent from interstate, and 14 per cent from regional Victoria. Over 3000 tourism industry personnel have participated in familiarisations at Melbourne Museum.
- A one-hour documentary on the Melbourne Museum, *Galleries of Life* was broadcast on Seven Melbourne.
- Development of a transit sponsorship partnership with JC Decaux and Yarra trams, which has resulted in an ongoing 'Dinosaur tram' roaming the streets of Melbourne as well as tram advertising for other exhibition programs.
- In cooperation with ABC Radio, hosting the sell-out world music series *Global Sounds at Sunset*.

Market Research and Evaluation

Museum Victoria utilises insights provided by market research and evaluation studies in its decision making across a range of planning areas. Numerous internal studies and one external study were conducted. The internal studies comprised 33 quantitative statistical and six qualitative studies, which were more explorative in nature.

Highlights included:

- Obtaining the first ever comparative visitor information across all three museum campuses.
- Improvements to the data collection process using a team of experienced interviewers to approach visitors and conduct surveys.
- Implementing the first stage of the visitor experience survey, which will monitor visitor satisfaction across all Museum Victoria's public access areas.
- Trends and visitor responses over the initial Melbourne Museum opening period were tracked through six visitor profile surveys.
- A major qualitative study was conducted at the Immigration Museum to explore the overall visitor experience.
- A major qualitative study of visiting teachers at Scienceworks Museum explored the teacher experience.

Future Priorities

- Introduce a Museum Victoria Patrons program for individuals and companies.
- Develop an individual giving program for Museum Victoria.
- Expand the Museum Victoria Members program to 15,000 memberships.
- Maintain a high public profile and levels of positive awareness for Melbourne Museum through the media, special events and targeted stakeholder relations.
- Continue to implement and evaluate the Museum Victoria Government Relations Strategy.
- Ensure continued growth in Melbourne Museum's tourism market – interstate and international.
- Continue to position Melbourne Museum as a 'must see' destination for all Victorians.
- Develop and implement a communications strategy to promote the important research and collection management work undertaken by the museum.
- Benchmark for visitor satisfaction at each Museum Victoria campus.
- Assist in forward planning by evaluating audience responses to topics for potential future exhibitions.
- Conduct a comprehensive summative and remedial evaluation of exhibitions at Melbourne Museum.



Bright colours and a topsy-turvy shape define the Children's Museum's Big Box Gallery at Melbourne Museum.



InfoZone, at Melbourne Museum, offers a wide range of resources for researchers, including drawers of specimens from the Museum Victoria Collection.

Children discover the secret of stalagmites in the 1,2,3 Grow exhibition, Children's Museum.

Students learn about Australia's native fauna in the Southern Diversity exhibition, Melbourne Museum.





"I watched the building of Melbourne Museum with interest and when it finally emerged from the scaffolding it took my breath away and I knew I wanted to be a part of it. As a volunteer I see the sense of wonder and the desire to learn that the museum inspires. I see it in the faces of visitors, and especially in the children."



Volunteer

LES BURLOCK
VOLUNTEER