

Viewing Australian Polar Dinosaurs, The Virtual Room,
a state-of-the-art multimedia display environment
located in Melbourne Museum's Science and Life Gallery





98,593

sets of 3D glasses
have been worn

Corporate Activities

Corporate Services

The Corporate Services Division is responsible for the development, support and welfare of three of our essential resources: the people who work for Museum Victoria, the financial resources necessary to get things done and the buildings, plant and equipment entrusted to Museum Victoria. It is also responsible for the management of risk, of legal services, and the provision of a framework for good planning and reporting.

Human Resources Management

Museum Victoria continued to implement a new model of organisation structure which will enable greater collaboration and open communication across the organisation. A Leadership Team comprising twenty-six Department Heads and five Executives was established and appointments made to all leadership positions. Following this, Departmental reviews commenced and realignments processes were developed and implemented. This work is ongoing.

The biennial Staff Survey was conducted and provided an overwhelmingly positive response. Areas for improvement included staff training and development, the application of merit, equity and fairness, the performance of senior leaders and staff recognition. These were taken up by the Staff Consultative Committee and relevant organisation development initiatives

included in the new Museum Victoria Staff Partnership Agreement. The Agreement between staff, Museum Victoria and the Community and Public Sector Union is all but finalised and will herald implementation of a new pay and classification structure throughout Museum Victoria.

A significant program of corporate training and development commenced. The program focused on three areas: leadership and management development; understanding organisation systems; and skills enhancement. The program attracted over 350 participants.

Occupational Health and Safety

Museum Victoria continued to apply rigorous standards in managing health and safety across all museums and facilities. Museum Victoria's health and safety program is managed in accordance with the *Occupational Health and Safety Act 1985*, Regulations and the Board of Museum Victoria approved policy and Safety Management Plan.

Museum Victoria's management of Occupational Health and Safety included the following achievements:

- Maintenance and testing programs were carried out in accordance with the *Building Essential Services Act 1994*.
- Emergency evacuation drills were undertaken during the 2003/04 financial year.

- Employee Hearing Tests were undertaken in accordance with the Occupational Health and Safety (Noise) Regulations 2003.
- Museum Victoria's Contractor Safety Management Plan was applied across all campuses resulting in no lost time incidents.
- The Melbourne Museum Cooling Tower Risk Management Plan was audited and approved in accordance with the Health (Legionella) Regulations 2001.
- Museum Victoria in consultation with Hazcon Pty Ltd developed a Manual Handling Training Program in accordance with WorkSafe Victoria guidelines. The employee training program was put into practice across all museums.
- Museum Victoria provided employee operator training (plant & equipment) to meet competency or licensing standards in accordance with the Occupational Health and Safety (Plant) Regulations 1995.
- Hazards and safety risks identified across all campuses were treated or eliminated in accordance Museum Victoria's established procedure.
- Museum Victoria's Occupational Health and Safety Committee continued to meet regularly and provide advice and direction on safety procedures and practice across all museums.

A process of hazard identification and risk control shall continue to be applied across all Museum Victoria museums.



Immigration Museum facade at night



Finance and Administration

The additional support from government to develop new exhibitions at Melbourne Museum and the Immigration Museum and to reduce entry prices, achieved the desired result with strong attendance numbers and revenue for each campus. From an organisational perspective, expenditure has been well managed in accordance with forecast, and directed towards the achievement of the objectives stated in the 2003/04 Business Plan. During the year, there was a major upgrade to the financial reporting system which has provided additional functionality and reporting capability.

Buildings and Facilities

A long-term storage strategy has been determined and a proposal for a new collection store is being developed for submission in the 2005/06 Budget cycle. The store would have expansion capacity for the next 25 years and would incorporate public access, research facilities and a Discovery Centre. *Treasure House* would offer an innovative solution to meet the public demand for access to the State's hidden collections. The project would combine a large-scale publicly accessible storage facility with an existing museum.

The Strategic Facilities Management Plan is almost complete, with further detailed work being done on options and costs throughout the year. The Plan will look ahead at predicted facilities maintenance costs over 25 years and will contain strategies for meeting Museum Victoria's facilities needs into the future. It will be an important planning and management tool and will be a dynamic document, with regular reviews and updates.

There are still a number of unresolved defects relating to the construction of Melbourne Museum. Rectification solutions are still being investigated by Major Projects Victoria for the two major outstanding defects, the concrete paving and the Plaza water leaks. Once appropriate solutions have been determined, a strategy for rectification works will be developed and implemented.

Environmental management remains a priority, with continuing investigations into methods of reducing energy consumption and accessing green power. Water audits of all campuses have been commissioned. The audits will identify the patterns of water consumption and recommendations will be made for reducing water use, including the capture and re-use of rainwater. Two sites already have rainwater tanks installed. Museum Victoria is part of the Commonwealth Government's 'Greenhouse Challenge'. Energy and water efficiency and conservation initiatives across all museums resulted in the following outcomes:

- Museum Victoria was given a 'Green Light' status by Sustainable Energy Authority Victoria for achieving its 15% mandatory energy reduction targets set by the State Government in November 2001.
- An over 9% overall reduction in water consumption through efficiency and conservation.
- An over 5% reduction in electricity consumption at Scienceworks and Moreland Store.
- An over 4% reduction in electricity consumption and greenhouse emission at Immigration Museum.

Compliance and Risk Management

Museum Victoria participated in the State Public Sector Site Risk Survey Program undertaken by the Victorian Managed Insurance Authority (VMIA).

The VMIA program seeks to create an organisational risk profile where life safety, property damage, public and other liabilities, environmental, security and operational risk exposures are identified and risk mitigation options are recommended.

Museum Victoria works closely with the VMIA in the development of an effective risk mitigation program across all campuses which has resulted in Museum Victoria retaining its VMIA Gold Medal Rating for all campuses.

Museum Victoria also undertook a comprehensive corporate risk assessment with the assistance of Deloitte Touche Tohmatsu in May 2004. The corporate risk assessment process updated the 2003 risk register to reflect progress against its program of risk reduction, identified any new risks assessed the risk, developed a risk control plan and assigned management responsibility.

The Finance Audit and Risk Committee of the Board of Museum Victoria will hold a copy of the 2004 risk register and receive regularly updates against the corporate risk control program.



Marketing, Public Relations and Partnership Development

The Marketing and Public Relations teams strive to positively manage Museum Victoria's profile with the media, general public and stakeholders.

Public Relations

Public Relations successfully implemented communication strategies for Museum Victoria's three museums.

Highlights

- Independent analysis of Museum Victoria's 2003/04 media coverage revealed the value to be \$12,516,641. Of this, 95.5% involved positive reporting, with a further 3% neutral and 1.5% negative.
- The launch of *Bugs Alive!* by John Landy, Governor of Victoria, generated both print and television coverage.
- Media launch highlights at the Immigration Museum included the launch of *The Heart is Highland* by Sir Rupert Hamer in one of his last public appearances, and the highly successful launch of *Cooking Stories*.
- The *Victoria University High Voltage Theatre*, officially opened by The Hon. John Brumby MP, was a media success for Scienceworks. Media outlets that reported this event included the Herald Sun, MX, Good Morning Australia with Bert Newton, Channel Nine, Channel 10 and Totally Wild.
- Museum Victoria hosted 200 international visiting journalists from countries including Japan, the United Kingdom, Malaysia, France, United Arab Emirates, Egypt and China.

- A concerted effort towards expanding the Museums' coverage in community, ethnic and other language media significantly increased the Museums' exposure.

Marketing

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

Highlights

- Museum Victoria won the following Victorian Tourism awards: Aboriginal and Torres Straight Islanders (Melbourne Museum), Significant Tourist Attraction (Scienceworks and Melbourne Planetarium), and Cultural Attraction (Immigration Museum).
- Media support for the financial year was valued at over \$600 000, with support from Seven Network, The Age, Prime Television, ABC Radio and Network Ten.
- Melbourne Museum and the Immigration Museum undertook Barriers and Drivers research to determine new audience segmentation. As a result, Melbourne Museum launched a new positioning campaign *Come and See the Real Thing*, and the Immigration Museum launched *Moving Stories*.
- The *designed to inspire* program continued with the aim of positioning Melbourne Museum as a centre for excellence in design.

- Successful marketing campaigns were developed and delivered for the launch of the *High Voltage Theatre*, *Bugs Alive!*, *Treasures*, and *Toys: Science at play*.

Membership

The Museum Victoria membership program was relaunched on 15 June to reflect the museum's reduced pricing structure. The relaunch has had an immediate result, with a total membership at the end of the financial year of 7,568.

The Museum Victoria stakeholder and member publication, *Museum*, was dedicated to a 150th anniversary souvenir edition.

Market Research & Evaluation

Understanding and satisfying our visitors continued to be the focus for the museum's audience research program. Thirty-two audience research and evaluation studies investigated potential and existing audiences, exhibitions and programs.

Major studies included: visitor profile tracking to identify changes resulting from the reduced entry initiative; a barrier and motivation study at the Immigration Museum to inform potential audiences; and a proposed exhibition and programs popularity sort.

To facilitate a program of continuous improvement, existing exhibitions were also evaluated in relation to their interest and relevance to our visitors.

Partnership Development

Museum Victoria is committed to developing long-term corporate and philanthropic partnerships, which greatly contribute towards the ongoing growth of Museum Victoria. Partners include corporate sponsors, philanthropic organisations and individuals, government funding bodies, media and suppliers.

The Museum Victoria Patrons Program is designed for individuals and corporate entities who want to belong to the Museum Victoria community and contribute towards its future. The Program consists of two subscription programs: Museum Victoria Patrons and Museum Victoria Corporate Patrons.

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

Highlights included

- The 150th Anniversary Cocktail party was held in January to officially launch this special year and to thank supporters for their contributions in the past. Over 700 supporters of Museum Victoria attended, including sponsors, patrons and Government representatives.
- An exclusive tour of the collection store at Moreland Annexe was also held for supporters of Museum Victoria.

A full list of Museum Victoria's supporters, including Partners, Patrons and Ambassadors, appears on page 98 of this report.

Information, Multimedia and Technology

Information Technology Services

Over the past twelve months, a number of efficiency improvements have occurred to ensure internal information technology costs are minimised, whilst maintaining or enhancing existing services. Advances in technology and business processes have resulted in financial savings in the following areas:

- Wide Area Network (WAN) replacement – expensive redundancy and bandwidth has been replaced by a lower cost, yet equally effective, managed Ethernet service, achieving savings of \$300,000 per year.
- Local Area Network (LAN) replacement – all network equipment has been replaced with equipment that significantly improves function while achieving savings of \$20,000 per year.
- Server consolidation – centralised servers have been replaced and consolidated to improve service levels, while reducing lease and maintenance costs by approximately \$30,000 per year.
- Desktop computers – 80% of the old, ineffective Museum Victoria computers have been replaced by new desktops that are considerably cheaper (due to falling desktop hardware prices) and offer far greater performance.

Other achievements include:

- Completion of an Information Technology Strategic Plan in August 2003, which outlines key objectives and initiatives for the next three years.

- Completion of an Information Technology Business Impact Analysis, which outlines key risk areas and identifies prioritised enhancements. Key enhancements already been implemented include: upgrades to the security of the central computer room and the establishment of a secondary computer room for use in the event of a serious disaster.
- The continuing conversion of disparate collection databases into the corporate KE EMu collection management system. This project is due for completion in 2006.
- The establishment of a fee-paying support service for institutions that choose to use the internally developed Museum Victoria Collection Inventory System (MVCIS). In June 2004, MVCIS was installed at the Powerhouse Museum, Sydney.
- Improved integration of key Museum Victoria business systems.
- Implementation of a Storage Area Network (SAN) solution to provide corporate disk capacity for the next four years.

Public Information Delivery

As part of the Museum Victoria staff realignment, a new department, Public Information Delivery, was created within the Information Multimedia and Technology Division. This new department comprises: Online Publishing (responsible for Web-based program delivery); Multimedia (responsible for Museum venue multimedia development & delivery); and Information Centres, including InfoZone at Melbourne

Museum and the Immigration Discovery Centre at the Immigration Museum. The purpose of the department is to position the organisation to creatively deliver dynamic information to Museum visitors and online audiences.

Website Development: <http://www.museum.vic.gov.au>

The last financial year saw the Online Publishing team implement Microsoft's new .NET platform for website and system development. This new technology enables faster project development and deployment, as well as allowing significant improvements in our delivery of interactive and accessible websites. This technology was used to develop the *Bugs Alive!* and *Treasures* websites, and in the redeveloped Museum Wide Enquiries, E-News and Design competition systems listed below.

Key websites developed and upgraded include:

- The *Treasures* website, which enhances access to the Museum's collections, promotes the 150th Anniversary events, and promotes the *Treasures* exhibition and book. This site includes the Behind the Scenes online game, which provides an interactive experience featuring Museum objects and bar-code access to collection management information.

- The *Bugs Alive!* website was launched prior to the exhibition's opening at Melbourne Museum, assisting exhibition promotion and delivering education materials for schools visiting Melbourne Museum. The BugCatcher online learning game was developed - this is about classification and features the Entomology collection.
- The Phar Lap website was redeveloped and this popular site won the Museums Australia Publication Design Awards 2004 in the Website category (Level C).
- Redevelopment of the existing Royal Exhibition Building website was conducted to support the World Heritage nomination process. This included adding information on the history of the buildings and gardens, and publishing the nomination booklet and venue hire details.
- *The Virtual Room* website was delivered prior to opening of the exhibit, assisting project communication and promotion. The site won the Museums Australia Publication Design Awards 2004 in the Multimedia category (Level C).
- Delivery of online case studies for design students, including *Top Design*, Design Innovation and *Design in Italy*.
- Development and delivery of online learning materials for schools, supporting SOSE, LOTE Italian, and Science curricula.

Melbourne Museum plaza lit for 150th anniversary celebrations



A number of infrastructure and system development projects were undertaken, including:

- Introduction of Microsoft's new .NET development platform.
- Upgrade of web-servers hardware and software.
- The development and quarterly delivery of E-News, Museum Victoria's online newsletter and a website subscription database with around 5,500 current subscriptions.
- Updating of the Museum-wide online public enquiries system.
- Development of an online exhibition competition and entrant database for *Design in Italy*.
- Participation in the pilot Victorian Government website survey, including implementation of website code and liaison with project consultants to improve data collection.
- Copyright verification and data entry for over 12,000 Bioinformatics multimedia files and subsequent transfer into EMu MMR.

Visitation figures for all Museum Victoria websites: 2,841,694

Multimedia

The past twelve months have been busy for the Multimedia Unit, with extensive involvement in a number of high profile projects. These ranged from the development of exhibition multimedia to stand-alone multimedia experiences. In all cases the multimedia unit has been an integral part of the exhibition planning process from the beginning and have made use of cutting-edge technology to deliver high-quality experiences to the visitor.

- As a groundbreaking new exhibit for the Museum, *The Virtual Room* pushes the boundaries of multimedia presentation by displaying 3D visualisation in the round.
- *Federation Bells* is an example of a stand-alone exhibit, which has been enhanced by the use of multimedia. The addition of a multimedia PC and speakers gives the visitor a sample of these unique musical instruments on the hour, every hour.
- *Bugs Alive!* is the Museum's most multimedia-intensive gallery experience and uses multimedia technology to present information in a way that engages young and old visitors alike.
- *Max Muck's Stormwater Experience*, based in Scienceworks' pumping station, uses multimedia to set the scene as well as presenting educational material in an entertaining manner.

- The numerous temporary and touring exhibitions that appeared at Museum Victoria, such as *Design in Italy*, *Top Designs 2004* and *Outlawed* have required considerable involvement from the Multimedia Unit.

In addition to presenting great multimedia experiences for the visitor, the Multimedia Unit has been continually improving and reviewing the Museums' systems and processes, including the replacement of two multimedia servers at a saving of \$100,000 per year.

Information Centres

InfoZone and the Immigration Discovery Centre service the research and information needs of a diverse range of visitors to Melbourne Museum and the Immigration Museum. A realignment initiative for 2004 saw the Immigration Discovery Centre operations adopt the InfoZone public enquiries service and systems. All enquiries received by the information centres via telephone, email, in-person, fax and post are now logged into a centralised web-based public enquiries database. The database, developed by the Online Publishing team, is used to track progress of an enquiry and to identify frequently asked questions. This financial year, InfoZone and the Immigration Discovery Centre logged 5,000 enquiries. Of these, 60% were completed by using information centre resources and 40% were referred to Museum expert staff.

InfoZone: Melbourne Museum

This financial year approximately 50,900 people visited the InfoZone research centre. A team of 18 volunteers contributed 1,168 hours of work.

An active partnership has been developed with Charles Sturt University, which for the last three years, has featured InfoZone on its annual study tour. Several librarian and University alumni groups have organised visits to InfoZone during the year.

Program highlights for the year include:

- Inside Stories program, showcasing staff activities from behind the scenes. Featured staff members included: Gary Foley, Skeletons in the Closet; Dermot Henry, Alien Rocks with Impact; Penny Ikingier and Crispin Howarth, Pacific Impressions; Wayne Gerdtz, It came from the Firehole; David Demant, In 90 years, there's bound to be a bit of fluff and Just because its Technology doesn't mean it can't be warm and fuzzy; Liza Dale-Hallett, Making Peace with the Past – Commemorating the Coniston Massacre; Alan Henderson and Nicole Kearney, Bugs Alive!; Lindy Allen and Ron Vanderwal, Gulf, Gove and Garma; Crispin Howarth, Collecting Artificial Curiosities; and Yolande Kerridge and David Jay, From Bog Man to Saint Oliver Plunkett: exhibiting 'the object' around Europe.
- Adult Learners Week September 2003.
- Internet for Seniors sessions were held during Senior Citizens Week in March 2004

- Military Memorabilia Day featuring the Military Historical Society of Australia and Lt Col Neil Armstrong AM was organised to celebrate ANZAC Day in April 2004
- Object Day with Conservation staff, held on International Museums Day on 18 May 2004, saw many personal collections brought to Melbourne Museum for free advice on restoration and caring for personal collections.

Immigration Discovery Centre

This financial year, 28,741 people visited the Immigration Discovery Centre (IDC) to research family and immigration history.

Innovations in the Immigration Discovery Centre include:

- The recruitment of four volunteers in the Immigration Discovery Centre added value to service within the centre.
- The implementation of an enquiries system, that enabled all enquiries to be logged and monitored onto the InfoZone enquiries database.
- An increase in security with the installation of computer terminal enclosures.
- The installation of a photocopying system.

Program Highlights for the year include:

- Sri Lankan Festival - 16 May 2004. Of the 1,302 visitors who visited the Immigration Museum, 500 visited the Immigration Discovery Centre, providing an overwhelming response to the cultural-group-specific information normally unavailable in the mainstream media.
- Ship Reunion Day - 30 May 2004. With a presentation by shipping enthusiast, Rod Fraser, on the two clipper ships, the program attracted 120 people who accessed ship lists and information using the indexes online.
- Ship Reunion Day - 5 October 2003. Including a presentation by curator Matthew Churchward on postwar liners; the program attracted over 200 people.
- Internet workshops for Seniors Week Festival (14-21 March 2004) saw 25 people attend one hour workshops each day.

Partnerships with related organisations are being developed by the Immigration Discovery Centre and include: The State Library of Victoria, The Victorian Archives Centre, Genealogical Societies, The Department of Immigration and Multicultural Affairs, and the Genealogical Society of Victoria. These partnerships assist the IDC by providing informed answers and referrals to public enquiries.

Information Management

The information management realignment brought the functions of Records and the Research Library together into the new Information Management Department.

Records

Museum Victoria staff added both hard-copy and electronic documents to TRIM, the records management system. All staff members can access Museum Victoria records using a web-based interface, via the Museum's intranet. At the end of the 2003/04 year, there were 18,689 records in TRIM.

Research Library

The Research Library provides reference materials and undertakes bibliographic searches for Museum Victoria staff. These are performed when assisting the following: research and professional development; the development and management of the collections; the planning and preparation of public programs; and the development of education programs. The Research Library also provides access to the collection for external researchers and members of the public, by appointment.

In the past year, the library added 1,315 new books to the collection and accessioned 2,470 new journals. Staff made 622 loans from the collection. Fifty-three staff members attended Library induction sessions. Forty-three external visitors used the Library for research purposes.

The Library began an operations review to improve organisation service provision. A new Library Management System was purchased and will be implemented in 2004/05.

Museum Victoria Archive

The completion of an archival project focusing on the records of the National Museum of Victoria and Science Museum of Victoria (the predecessors of Museum Victoria) has resulted in a total of 4,413 archival records being made available to staff via the TRIM Records Management System. These records have proven to be an important source of information for curatorial and collection management staff and external researchers.