

Annual Report

2021–22

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 2022.



Leon Kempler AM

President, Museums Board of Victoria
30 August 2022

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.

Further information about Museums Victoria is available at museums victoria.com.au

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Front cover:

Horridus Triceratops Skull, Melbourne Museum
Source: Museums Victoria | Photographer: Ben Healley

Inside front cover:

Installation of Open Horizons, Melbourne Museum
Source: Museums Victoria | Photographer: Tim Carrafa

Inside back cover:

Illuminate exhibition giant kaleidoscope, Scienceworks
Source: Museums Victoria | Photographer: Joel Checkley, Tiny Empire Collective

Acknowledgement of Country

Museums Victoria acknowledges the Wurundjeri Woi Wurrung 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.



Djirri Djirri Dancers performing at Melbourne International Student Week, Immigration Museum
Source: Museums Victoria | Photographer: Jon Augier

Message from the President



On behalf of the Museums Board of Victoria, I am pleased to present the Museums Victoria Annual Report for the 2021–22 financial year.

This year Museums Victoria has continued to demonstrate resilience in the face of COVID-19-related disruption, creating onsite and virtual experiences that provide trusted knowledge and world-leading experiences for our audiences from across Victoria, around Australia and beyond.

As Australasia's largest museum organisation and the state's second largest provider of school-aged education programs, Museums Victoria is a major contributor to Victoria's creative economy and rich cultural life.

With Victoria's creative industries beginning to flourish once more, Museums Victoria also plays an important role in supporting revitalisation in the creative sector and in the community. This year the team have worked at pace to deliver exceptional new exhibitions and innovative new programs for audiences keen to engage with cultural experiences again.

Transforming Melbourne Museum

The Victorian Government's investment in Melbourne Museum's revitalisation in the 2021–22 state budget has delivered ground-breaking new experiences, the first of which was unveiled in March this year. The world-class exhibition, *Triceratops: Fate of the Dinosaurs*, features the most complete and finely preserved *Triceratops* fossil ever discovered and one of the most internationally significant fossils in any Australasian Museum.

Victorian Government support also enabled a landmark partnership with the prestigious National Archaeological Museum in Athens, realised in the stunning *Open Horizons: Ancient Greek Journeys and Connections* exhibition, and the development of *Illuminate: How science comes to light*, an interactive exploration of light that launched at Scienceworks in May.

This timely investment has generated exciting momentum across all of our museums during this period. I am deeply grateful to the Victorian Government for their continued support, in particular to the former Minister for Creative Industries, the Hon Danny Pearson MP. I also warmly welcome Steve Dimopoulos MP, newly appointed Minister for Creative Industries, and look forward to working together as we continue to deliver our strategic goals.

Recognising our supporters

Our organisation is grateful for the generous contributions of our supporters, which this year have enabled Museums Victoria to establish several transformative new initiatives. I would like to thank The Scanlon Foundation, the foundation's Chair Peter Scanlon AO and Chief Executive Officer Anthea Hancocks for a new four-year partnership that will enhance participation, diversity and belonging across our workforce and museums, delivering long-term benefits to our museums, audiences, communities and the cultural sector.

I also thank John Gandel AC and Pauline Gandel AC, along with the Trustees of Gandel Foundation and Vedran Drakulic OAM, CEO of Gandel Foundation, for their ongoing collaboration and support, including their contribution to the exciting outdoor gallery, Gandel Gondwana Garden, which will open to the public later this year. I also gratefully thank donors Vivian Nadir and Susan Narodowski for their generous contribution towards *Triceratops: Fate of the Dinosaurs* and the Gandel Gondwana Garden at Melbourne Museum in memory of their parents, Sam and Nina Narodowski. I would similarly like to express my many thanks to Dr Robert Treseder, Dr Sue Wilks and Creative Futures Ltd. as well as the Governors of The Ian Potter Foundation and Trustees of the Copland Foundation, The King Family Foundation and The Stuart Leslie Foundation for their continued support of the museum's initiatives.

Our heartfelt thanks also go to the Trustees of the Hugh D.T. Williamson Foundation for supporting a new First Peoples Cadetship Program for Koorie youth; and to Dr William N. Holsworth for his support of Museums Victoria's critical research into cryopreservation relating to the endangered Smoky Mouse that aims to support its viability as a species. Ground-breaking research such as this would not be possible without the visionary support of The Ian Potter Foundation in establishing The Ian Potter Australian Wildlife Biobank – a wonderful example of how the generosity, commitment and collaboration of our donors and corporate partners can create long-lasting impact.

Our dedicated workforce

As we reach the end of another unpredictable year, I acknowledge the dedication and resilience demonstrated by Museums Victoria's leadership and staff. Their commitment has ensured that Museums Victoria continues to grow its reach and impact as a source of wondrous discovery, trusted knowledge and unmissable experiences for audiences of all ages.

I thank and acknowledge all Museums Victoria's staff and volunteers for their dedication and resolve. In particular, I thank Lynley Crosswell, Chief Executive Officer and Director and the Executive team for the exceptional leadership they have provided this year.

Board acknowledgments and farewells

I am very grateful to my fellow Board members for their dedication and generous commitment of time and energy, and especially the Board Committee chairs and independent Committee members who make such an important contribution to Museums Victoria.

This year the Board farewelled Dr Alison Inglis AM and Mr Andrew Butcher who completed their respective tenures as Board members.

Alison brought significant expertise in education, art museum management and art history to Museums Victoria, and contributed to the Fundraising Committee, Development Committee and Research Committee. Andrew provided extensive knowledge and experience from the media and communications sector and contributed to the Development Committee, and People, Culture and Industrial Relations Committee during his tenure. I am delighted that Andrew will continue to support Museums Victoria as an external member of the inaugural Museums Victoria Foundation Committee.

Looking ahead

Museums Victoria is firmly focused on creating a sustainable future — underpinned by highly engaged people, a strong collection and brand, and a forward program of unmissable exhibitions and experiences, within and beyond our walls.

I am honoured to continue to serve as President of the Museums Board of Victoria and look forward to the transformative experiences for Museums Victoria in the year to come.



Leon Kempler AM

President, Museums Board of Victoria

Message from the Chief Executive Officer and Director



I am delighted to introduce this report for the 2021–22 financial year.

It has been exciting and deeply gratifying to see audiences returning to our museums with such enthusiasm and in record numbers, following an uncertain start to the year with the continued impact of the COVID-19 pandemic.

67 million years in the making

March this year saw an historic moment for Museums Victoria with the unveiling of *Horridus*, our exceptional *Triceratops* fossil and the centrepiece of the stunning *Triceratops: Fate of the Dinosaurs* exhibition at Melbourne Museum. Audience response has been unequivocal, with 32,000 visitors in the first 20 days of opening. By the end of financial year, 216,405 people had experienced the majesty of *Horridus*, with visitor feedback consistently positive and enthusiastic.

Triceratops: Fate of the Dinosaurs is an important realisation of our ongoing vision to transform our museums to be among the world's finest. My most sincere thanks and gratitude goes to all those who contributed to deliver this remarkable exhibition, most especially the Victorian Government for their generous support and investment.

Unmissable experiences

March also marked 30 years since Scienceworks opened its doors to the public. Over three decades, Scienceworks has provided inspiring STEM-based learning experiences to more than 11 million people — and so it was fitting that we celebrated this milestone with the launch of a new exhibition exploring the science of light. Developed in-house by Museums Victoria's expert staff and designed for touring, *Illuminate: How Science Comes to Light* is a playful, bright and interactive learning experience that has proved hugely popular.

A third major new exhibition, *Open Horizons: Ancient Greek Journeys and Connections*, opened at Melbourne Museum in April. This vibrant and contemporary exhibition explores the ways in which ancient Greece was shaped through the journeys of Greek traders and explorers, who in turn shared their rich culture with the world. This beautiful exhibition features exquisite objects from the prestigious National Archaeological Museum in Athens, many of which are being seen outside of Greece for the very first time.

This year we have also expanded our engagement with audiences beyond our walls through our digital channels, building on the strong foundation established through our Digital Life Strategy and the launch of *Museum at Home* at the start of the COVID-19 pandemic, in March 2020. A continued focus on delivering our Digital Life Strategy and a broad range of digital content, programs and experiences has seen digital reach grow to an average of more than 14 million users each month.

Cultural revitalisation

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. In May, Melbourne Museum participated in the city-wide major event *Art After Dark*, welcoming 15,653 visitors over two nights. This commitment to helping drive recovery across the sector continues in the year ahead, with exciting programs and events planned at Melbourne Museum and the Immigration Museum, thanks to the support of the Melbourne City Revitalisation Fund.

Museums Victoria Research Institute

Another major milestone this year was the launch of the Museums Victoria Research Institute, a multidisciplinary centre for knowledge and research that will address some of the biggest and most complex challenges of our era. The Research Institute aims to elevate and amplify Museums Victoria's research efforts, building on our strong foundation and established reputation for delivering internationally significant research across disciplines including biodiversity, knowledge, technology, design and First Peoples knowledge.

Looking ahead

The 2022–23 financial year will begin with the exciting launch of *Tyama: A deeper way of knowing*, a world-first museum experience that combines breathtaking digital effects with remarkable objects from the museum's natural history collections, presented through the lens of First Peoples' traditional knowledge systems. The first of a series of immersive digital experiences planned for Melbourne Museum's touring hall, *Tyama* will take visitors through six extraordinary multisensory environments connecting them with the wonder and secrets of Victoria's unique natural environment.

Later in the year we will open the Gandel Gondwana Garden, a palaeontological adventure for children and their families, made possible through the generous support of John Gandel AC and Pauline Gandel AC, and the Victorian Government. The Garden will expand one of Melbourne Museum's most popular spaces, the Pauline Gandel Children's Gallery, creating more than 900m² of new outdoor exhibition space for visitors to enjoy.

Acknowledgements

This exciting program of new experiences at our museums exemplifies what we are able to achieve at Museums Victoria through the generous support and investment of the Victorian Government, donors and corporate partners. *Triceratops*, *Illuminate* and *Open Horizons*, and also *Tyama* and the Gandel Gondwana Garden opening later this calendar year, each demonstrate the extraordinary capability of the Museums Victoria team to deliver truly exceptional, world-class experiences, and the strong connection Victorians feel for our museums. I am deeply grateful to the former Minister for Creative Industries Hon Danny Pearson MP for his continuing support of our vision for Museums Victoria, and also thank our new Minister for Creative Industries, Steve Dimopoulos MP, for his enthusiastic support in delivering *Open Horizons* at Melbourne Museum.

I also wish to acknowledge and thank Simon Phemister, Secretary, Department of Jobs, Precincts and Regions, Claire Febey, Deputy Secretary and Chief Executive, Creative Victoria, and former Deputy Secretary, Andrew Abbott for their continued support. I would like to recognise the generosity of our new and existing donors, Director's Circle Patrons and corporate partners and thank them for their contributions to our organisation. It is through their support that Museums Victoria continues to be a vibrant and innovative museum organisation.

The Yulendj Advisory Group and the Aboriginal Cultural Heritage Advisory Committee are our valued partners, and I am enormously grateful for their generosity in sharing knowledge and insights with us as we deliver Museums Victoria's First Peoples Strategy and realise our commitment to placing First Peoples' histories, cultures and knowledge at the core of our practice.

I especially wish to acknowledge the generous support of our Board members, including Board President Leon Kempler AM, and all our Board Committees for their extraordinary commitment to Museums Victoria. I am deeply grateful also to Museums Victoria's talented staff and volunteers, who have strived this year to ensure Museums Victoria continues to inspire and delight our audiences, and I thank them for their resilience as we emerge from the challenges of the past two years.

Finally, on behalf of Museums Victoria, I would like to thank our valued Museum Members and the Victorian community for their continued support for our organisation. We look forward to delivering another year of unmissable world-class experiences.



Lynley Crosswell

Chief Executive Officer and Director

About Museums Victoria

Museums Victoria is Australia's largest public museum organisation. Founded in 1854, we are the major custodian of the State collection of scientific and cultural heritage, 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.



Installation of *Triceratops* into exhibition space: Staff at work: Melbourne Museum
Source: Museums Victoria | Photographer: John Broomfield

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 provides unmissable experiences for all audiences

2 Museums Victoria has the primary material collection that inspires and allows excellent enquiry into our region's big contemporary and historical questions

3 Museums Victoria engages with, welcomes and celebrates all communities onsite and beyond its walls

4 Museums Victoria is a centre for technological and scientific expertise and fosters innovation to build economic value

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.

Museums Victoria's Strategic Plan 2017–2025 provides the road map to delivering our vision of people enriched by wondrous discovery and trusted knowledge, and society compelled to act for a thriving future.

Updating our Strategic Plan

Museums Victoria is now entering the final phase of its 2017–25 Strategic Plan, capitalising on the solid foundations and direction created over the past five years. During this period we have made substantial progress on our strategic objectives while responding and adapting to a range of emerging environmental factors, including the global pandemic. This progress is reflected in the following revisions to our strategic plan:

- The First Peoples transformational theme — *placing First Peoples' living cultures, histories and knowledge at the core of our practice* — is now incorporated as

the leading statement in the Museums Victoria mission statement, reaffirming our commitment to work in partnership with First Peoples communities to achieve transformational change within our organisation.

- The Digital Life transformational theme, with its focus on developing digital channels and content that deliver experiences beyond our walls, is now incorporated into our mission statement and our third strategic objective, reflecting the extent to which Museums Victoria's digital capacity, capability and reach has expanded and operationalised.

Strategic objectives

Our five strategic objectives chart our path and set our targets towards becoming an unmissable experience and leading research institution; welcoming of all communities; a centre for innovation and scientific excellence; and creating a culture of inclusivity that celebrates and welcomes diversity.

A selection of highlights and achievements against our strategic objectives for the financial year can be found in [2021–22 Year in Review](#). (pages 13–27).

Strategic objective 1

Museums Victoria provides unmissable experiences for all audiences

- | | |
|----------------|--|
| Initiative 1.1 | Introduce a layer of interpretation reflecting First Peoples' history and culture to 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 has the primary material collection that inspires and allows excellent enquiry into our region's big contemporary and historical questions

- | | |
|----------------|--|
| 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 collection storage strategy |
| Initiative 2.5 | Develop digital initiatives that enable research and access to Museums Victoria's collections |

Strategic objective 3

Museums Victoria engages with, welcomes and celebrates all communities onsite and beyond its walls

- Initiative 3.1 Transform the Immigration Museum to be a vibrant living multicultural centre for the exploration of identity and multicultural life in Melbourne and Victoria
- Initiative 3.2 Implement a year-round seasonal approach to public experiences aligned to our diverse audience targets
- Initiative 3.3 Implement Regional Engagement Plan 2020–23
- Initiative 3.4 Strengthen Museums Victoria’s multilingual services

Strategic objective 4

Museums Victoria is a centre for technological and scientific expertise and fosters innovation to build economic value

- 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

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

For further detail please refer to the [Museums Victoria Strategic Plan 2017–2025](#) on the Museums Victoria website.

Museums Victoria awards and nominations

2021 #BestOfEarth (Global Fulldome Awards)

Nominated for *Tycho Goes to Mars*

2021 Australian Graphic Design Awards (AGDA)

Merit, Exhibition Design for *Treasures of the Natural World*

Merit, Permanent Installation for Learning Lab – *River Connections*

2021 Australian Interior Design Awards

Shortlisted, Installation for *Becoming You: An Incomplete Guide*

2021 Australian Museums and Galleries Association Victoria (AMaGA Vic)

Shortlisted, AMaGA Victoria Award for Large Museums/Galleries for

One Year On – Stories of COVID-19 in Melbourne's Suburbs

2021 Victorian Premier's Design Awards

Finalist, Communication Design for *Treasures of the Natural World*

2022 Australasian Reporting Awards

Winner, Silver for 2020-2021 Annual Report

2022 Children's Book Council of Australia (CBCA) Awards

Notable, Eve Pownall Award for *Saving Seal*

2022 Museums Australasia Media and Publications Design Awards

Winner, Children's Book for *Saving Seal*

Winner, Film Level B for *What have you noticed changing lately?* (July edition)

Highly Commended, Program Website for *Triceratops: Fate of the Dinosaurs*

Highly Commended, Exhibition Catalogue (Major) for *Treasures of the Natural World*

Shortlisted, Film for *Triceratops: Love at first sight*

2022 The Wilderness Society's Environment Award for Children's Literature

Shortlist, Picture Fiction for *Saving Seal*

2021–22 Year in Review

Throughout the year, Museums Victoria has brought wonder and enrichment to audiences onsite and beyond our museum walls while continuing to deliver a program of locally and internationally significant scientific research.

COVID-19 has continued to impact our operations, with our museums and sites temporarily closed for just over a quarter of the 2021–22 financial year. However there was an enthusiastic response from our audiences as we reopened on Saturday 30 October 2021, with more than 9,000 visitors across Melbourne Museum, Scienceworks and the Immigration Museum over the Cup Day weekend. This trend has continued into 2022, supported by new exhibitions, a wide array of public programs and 9am openings at Melbourne Museum and Scienceworks.

This financial year we have maintained steady momentum in delivering major strategic projects – including the permanent exhibition *Triceratops: Fate of the Dinosaurs* and the development and installation of the immersive digital experience *Tyama: A deeper sense of knowing* (opening July 2022) – culminating in June with the launch of the Museums Victoria Research Institute. Museums Victoria’s operations have also been supported by key infrastructure and systems upgrades, including installation of CCTV integrated technology and upgrades to public facilities at Melbourne Museum.

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 provides unmissable experiences for all audiences

We will grow our audiences by creating unique, engaging and contemporary experiences of global relevance that harness our collections, research and stories.

Performance against our Strategic Plan

- ✓ Museums Victoria has expanded and operationalised its digital capacity, capability and reach, achieving an average monthly digital reach of more than 14 million.
- ✓ Museums Victoria has seen strong attendance, with visitor numbers at Melbourne Museum and Scienceworks exceeding pre-COVID-19 levels.
- ✓ New First Peoples exhibitions and programs have been developed and presented, including *Still in my Mind* and *Fight for Survival*.
- ✓ First Peoples’ stories and knowledge have shaped the development of *Tyama*, opening in July 2022.

Throughout 2021–22, Museums Victoria continued to share innovative and engaging experiences across all our sites, platforms, and channels.

With Museum Victoria’s sites temporarily closed due to the pandemic at the beginning of the financial year, we

continued sharing experiences, programs and museum stories with audiences of all ages across our digital platforms. Two years after the launch of Museum at Home in March 2020, our digital content is established as an essential part of Museums Victoria’s offer, providing museum experiences to audiences wherever they are.

- *Digital Stories* – New digital stories in 2021–22 included episodes of *Triceratops TV* and *Unboxing the Museum* and frequent additions to our [Kids channel on YouTube](#), such as the [Illuminate series](#) about light and colour inspired by the *Illuminate* exhibition at Scienceworks. Dozens of online articles were published, including ones to mark [Lunar New Year](#), [Melbourne Museum’s 21st birthday](#) and the [value of vaccines](#), and the [Victorian Fossil Emblem campaign](#).
- Other online experiences include: *Kodak Snapshots: 120 Years of Manufacturing in Australia*, [a digital showcase](#) featuring Museums Victoria’s Kodak Heritage Collection; [Top Designs 2022](#), the online companion to the annual *Top Designs* exhibition; and a companion website for [Open Horizons: Ancient Greek Journeys and Connections](#).

Museum at Home and award winning digital

Museum at Home was launched to support our audiences and community while our museums were closed due to the impacts of the COVID-19 pandemic. Two years on, an extraordinarily diverse array of museum-created content shared across Museums Victoria's digital platforms connects our museums with an average of 14.8 million people each month — or more than 190 million people since the launch of *Museum at Home* in March 2020.

Three Museums Victoria Digital Life products were shortlisted for the 2022 MAPDA Awards (Museums Australasia Multimedia & Publication Design Awards). The *Triceratops* TV episode [Triceratops: Love at first sight](#) and [What have you noticed changing lately?](#) (July edition) — one of a series of videos sharing the seasonal knowledge of the Eastern Kulin people — were nominated in the Film category, with *What have you noticed changing lately?* winning the award. *The Triceratops: Fate of the Dinosaurs* website was nominated in the Program Website category and was Highly Commended.

Highlights of the exhibitions and activities presented across our museums this year included:

- *Triceratops: Fate of the Dinosaurs* (Melbourne Museum) – refer to [Introducing Horridus](#) (pages 16–17).
- *Open Horizons: Ancient Greek Journeys and Connections* (Melbourne Museum) – A collaboration between Museums Victoria and the National Archaeological Museum to mark the 200th anniversary of the Greek War of Independence, *Open Horizons: Ancient Greek Journeys and Connections* features some of the most significant objects from the National Archaeological Museum in Athens.
- *Illuminate: How Science Comes to Light* (Scienceworks) – This in-house designed exhibition explores what light is, what we can do with it and how we see. With its vibrant, contemporary theme, *Illuminate* allows audiences to explore visual perception and illumination through colour, sound and action.
- *Still in my Mind: Gurindji location, experience and visuality* (Bunjilaka Aboriginal Cultural Centre) – Inspired by Gurindji/Malngin leader Vincent Lingiari, this exhibition considers the impact of the Gurindji Walk-Off in sparking the national land rights movement.
- *Being Mirka* (Immigration Museum) – Celebrating the 70th anniversary of the arrival in Australia of Melbourne's cultural icon Mirka Mora, this installation presents objects from Mirka's former Richmond studio to reveal her journey from post-World War II migrant to becoming one of Melbourne's most beloved cultural figures.

- *National Science Week* (14–22 August 2021) – A packed program of STEM and science research and collections activities included:
 - *Our Treasured Earth*: This panel discussion explored science, climate change and caring for our home planet from the perspectives of First Peoples and researchers.
 - *Live Science Social Takeover*: Museums Victoria experts went live on our Instagram and Twitter channels during National Science Week, giving audiences a behind-the-scenes look at their work.
- *Dome Under Festival – Best of Earth* – The Dome Under Festival – Best of Earth was livestreamed in October 2021 by Scienceworks and featured the winners of a world-wide competition for fulldome filmmakers.
- *Top Designs* (Melbourne Museum) – This multidisciplinary exhibition celebrates some of the finest works created by VCE and VCE VET students from 2021 across a wide range of design disciplines — from furniture, fashion, film and graphic design to engineering, web design, sound design and more — supported by curriculum-aligned education programs.
- *Fight for Survival* (Bunjilaka Aboriginal Cultural Centre) – *Fight for Survival* tells the story of a landmark moment in Australian history when communities united to save Victoria's treasured Northland Secondary College. Their grassroots fight against the decision to shut down the school is told through photographs, artworks from former students and historical material.
- *The (Very) Big Laugh Out!* – In April, Melbourne Museum's Plaza hosted *The (Very) Big Laugh Out!* as part of the Melbourne International Comedy Festival, with comedy performers performing two shows, 'Dinos Got Talent' and 'Wantok'.

Art After Dark

On 13 and 14 May, Melbourne Museum was a venue for Art After Dark, a new major event presented by Visit Victoria. Visitors experienced an immersive and unforgettable evening with all-night access to *Triceratops: Fate of the Dinosaurs*, *Open Horizons: Ancient Greek Journeys and Connections* and *Top Designs 2022*, screenings of IMAX's blockbuster Marvel release *Doctor Strange in the Multiverse of Madness*, and a diverse offering of performances, DJ sets and curator talks, with cocktails and food trucks until 1am each night.

The event was attended by 15,653 people over two nights, more than 30% of whom were visiting Melbourne Museum for the first time. Audience feedback was overwhelmingly positive, with 74.6% of audiences rating their experience as an 8, 9 or 10 (out of 10). Some audience comments include:

“I totally loved this event! It was so great! I loved talking to the taxidermy people and seeing glow in the dark scorpions. The design area was also very cool!”

“HORRIDUS was epic! I loved it so much. Thank you!”

“Very enjoyable evening, expected to spend about an hour and left 4.5 hours later.”

“This experience made my appreciation for Melbourne Museum grow. I’d really enjoy more events like this in the future. Especially geared towards adults.”

Looking ahead

Museums Victoria is continually striving to create unique, engaging and contemporary experiences of global relevance. Exciting new experiences opening in the coming year include:

- *Tyama: A deeper sense of knowing* – Museums Victoria’s first immersive digital experience, open from July 2022 in

the Touring Hall at Melbourne Museum. *Tyama* is a unique, multisensory experience of nature combining objects from Museums Victoria’s collections with interactive digital technologies, soundscapes and visually stunning imagery.

- *Gandel Gondwana Garden* – An expansion of the Pauline Gandel Children’s Gallery, the Gandel Gondwana Garden will take visitors on a palaeontological adventure through the different ecosystems – and the plants and animals that inhabited them – that have shaped Victoria’s environment over time.
- *Naadobhii: To Draw Water* – Featuring interdisciplinary artwork from Turtle Island, Australia, and Aotearoa (New Zealand), *Naadobhii: To Draw Water* is scheduled to open at Bunjilaka Aboriginal Cultural Centre in late 2022.
- *Royal Exhibition Building Dome Promenade experience* – This spectacular experience is planned to open to the public in 2022–23, restoring a breathtaking view of Melbourne that has been inaccessible to visitors for nearly 100 years.



Visitors at Art After Dark, Melbourne Museum
Source: Museums Victoria | Photographer: Marcus Thomson

Introducing Horridus

“Horridus the *Triceratops* is a simply spectacular fossil, with the science behind *Triceratops* revealed like never before. Until you’ve seen Melbourne Museum’s *Triceratops*, you haven’t seen *Triceratops* at all.”

— Dr Erich Fitzgerald, Senior Curator of Vertebrate Palaeontology, Museums Victoria.

In March 2022 Melbourne Museum unveiled its stunning new exhibition, *Triceratops: Fate of the Dinosaurs*, featuring Horridus, the most complete and finely preserved *Triceratops* fossil ever discovered. Comprising 266 bones and weighing more than 1000kg, Horridus is one of the most globally significant palaeontological discoveries ever made and is the most complete real dinosaur skeleton in any Australasian museum.

Triceratops: Fate of the Dinosaurs is a culmination of a major, cross-organisation project that drew on expertise in almost every operational area — from palaeontology, experience design and marketing to visitor engagement, facilities management and education programming. The result of this collaboration is an iconic new destination for Melbourne that will be experienced by visitors from across Victoria and around the world for generations to come.

A new favourite

By the end of financial year, 216,405 people had visited *Triceratops: Fate of the Dinosaurs*, including visitors from every local government area in Victoria and every postcode in Greater Melbourne.

Visitor response to the exhibition has been extremely positive, with 90% rating their satisfaction as at least 7 out of 10, and 64% rating it 9 or 10. Audiences have especially praised the quality of the fossil and the overall exhibition setting:

“Amazing experience and very well set up. The kids LOVED seeing the Triceratops in full and the interactive experience prior to entering. It was very impressive and well worth it!”

“The Triceratops itself was the highlight, absolutely a stunning piece of palaeontological history, most complete Triceratops what an honour to have it in Melbourne!... I [also] enjoyed the small display cabinets which included other smaller fossils.”

“The triceratops is beautiful and is lit beautifully. Great pose. Outstanding specimen. I liked the information especially brain cavity info.”

“I loved the presentation of the exhibition. The suspense of walking through all the video experience rooms beforehand. The whole experience felt very immersive!”

Telling a bigger story

Triceratops: Fate of the Dinosaurs connects the story of our *Triceratops* to the themes of interdependent ecosystems and the wonder and fragility of life. Presented across two levels and incorporating interactive displays, digital projections, animations and soundscapes, the exhibition takes visitors on a journey through deep time — from the forests of the Cretaceous to the moment when an asteroid impact caused one of the largest extinction events in our planet’s history. Upstairs, visitors are introduced to the diversity of bird species — the direct descendants of dinosaurs that are among us today — including some familiar birds that visitors might encounter in their daily lives.

Research

The exceptional quality of this *Triceratops* specimen makes it one of the most important fossils in the history of palaeontology. Preparation for the fossil’s installation included extensive CT and 3D scanning, creating a rich data resource that can be shared around the world. This will enable research to continue for decades to come, generating new knowledge about the nature of this remarkable species.

A number of book titles produced by Museums Victoria Publishing accompanied the exhibition, including the scholarly publication *Triceratops: A Natural History*. This book is a comprehensive guide to *Triceratops*, uncovering the story of this iconic dinosaur as revealed by the latest scientific discoveries.

Triceratops online

The Triceratops: Fate of the Dinosaurs website has been a key driver of online engagement, attracting 1.12 million page views since going live in January 2022. This online home of Horridus features *Triceratops TV* along with links to education resources and a broad range of online activities designed for adult dinosaur fans as well as young dinosaur enthusiasts.



Young visitor interacting with *Triceratops* exhibition, Melbourne Museum
Source: Museums Victoria | Photographer: Eugene Hyland

Strategic objective 2:

Museums Victoria has the primary material collection that inspires and allows excellent enquiry 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 comparative advantage or where they are required to provide unmissable museum experiences.

Performance against our Strategic Plan

- ✓ Launch of the Museums Victoria Research Institute, reimagining how Museums Victoria delivers research
- ✓ Museums Victoria is a partner in a new three-year Australian Research Council (ARC) Linkage project led by Monash University on a First Peoples-led approach to urban water design
- ✓ Museums Victoria received three new research grants from the Victorian Government's Department of Environment, Land, Water and Planning, focusing on bushfire recovery and biodiversity.

Museums Victoria's research and collections have inspired inquiry and discovery, creating new knowledge that shapes our understanding of our place, our past and the relationship between this region and the world. The State Collection, comprising more than 17 million items, is an invaluable resource that traces our natural, social and cultural histories.

This year, Museums Victoria focused on continued implementation of its Research and Collections Strategy 2019–25, progressing key objectives around interdisciplinary practice, place-based exploration, community engagement, and strategic alliances.

Museums Victoria was successful in securing a series of research grants across scientific and cultural areas, including ongoing support from the Victorian Government's Department of Environment, Land, Water and Planning for biodiversity and bushfire recovery studies. These particular grants help to support and protect Victorian wildlife following the disastrous 2019-20 bushfires.

Scientific research achievements undertaken by Museums Victoria in 2021–22 include:

- *RV Investigator Voyage* – In July, Museums Victoria led a marine voyage onboard Australia's deep-water research vessel, *RV Investigator* (the Marine National Facility managed by CSIRO) to survey the deep sea around Australia's Indian Ocean Territories. The planned 45-day voyage to Christmas Island and Cocos-Keeling Island

was cut short due to mechanical issues with the ship, but a number of deep-sea discoveries were made, including the finding of an undersea volcano near Christmas Island dubbed the 'Eye of Sauron'. The research voyage will resume in October–November 2022.

- *The 'Jurassic Pig-Nose Brittle Star'* – This new echinoderm species, described by Museums Victoria marine scientists and colleagues from deep-sea collections off New Caledonia, was featured in the 'Top 10 New Marine Species for 2021–22' compiled by the World Register of Marine Species.
- *Landmark study on Sulawesi shrews* – In December, a team of mammal scientists from Museums Victoria and overseas published a landmark paper on 14 new, endemic species of shrew (Genus *Crocidura*) from Sulawesi. The study demonstrates an amazing diversity among these mammals, revealed by the teams' 10 years of research in the field and in the laboratory.
- *Cryobank study* – Museums Victoria undertook a feasibility study into developing a cryobank of viable living tissues of threatened species from across Victoria, associated with The Ian Potter Australian Wildlife Biobank. The intent with the proposal is to store living genomes, which may be retrieved and developed into viable, living organisms in the future and can be used to boost the genetic diversity of wild and captive populations of threatened species.

State Fossil Emblem

Following a public vote, in January the Hon Danny Pearson MP, former Minister for Creative Industries, announced *Koolasuchus cleelandi* as the official State Fossil Emblem of Victoria. *Koolasuchus cleelandi* was a three-metre-long amphibian species that once roamed rivers separating Australia and Antarctica during the Cretaceous period, approximately 125 million years ago. Museums Victoria holds a number of highly significant fossil specimens of this extinct species, collected at beachside locations in South Gippsland on Bunurong Country.

Museums Victoria is a partner in a new three-year, ARC Linkage Project led by Monash University. The project, "Repairing memory and place: An Indigenous-led approach to urban water design", aims to integrate First Peoples

knowledge systems with urban water management, using a collaborative and interdisciplinary approach. Other project partners include Boon Wurrung Foundation Limited, Monash University, Melbourne Water Corporation, Bayside City Council and City of Port Phillip.

In December, a collection of Guditj Mirring cultural heritage objects and materials was repatriated to the Guditj Mirring Traditional Owners Aboriginal Corporation. The cultural heritage will be held at the new Guditj Mirring Keeping Place in south-western Victoria, where it will be back on Country and accessible to community for cultural use. This represents the first repatriation from Museums Victoria's 'open or unrestricted collections' of First Peoples cultural collections.

Under a partnership agreement between Museums Victoria, the family of Donald Thomson, and the Mulka Project (based in north-eastern Arnhem Land), more than 3,200 digitised photographic images and associated information were returned to two Yolŋu community organisations, the Gapuwiyak Culture and Arts Aboriginal Corporation and Milingimbi Art and Culture Aboriginal Corporation. This move allows Yolŋu communities to access and use their own cultural heritage on Country.

Museums Victoria Education team delivered the inaugural Creative Futures teacher professional learning workshop in July 2021. Drawing upon Museums Victoria's design practice and the museum collections, the Creative Futures workshops aim to enrich teacher practice through interaction with design professionals, educators, and leading teachers. These learning days are made possible thanks to the generous support from Founder and Chair of Creative Futures Foundation Dr Robert Treseder, Dr Sue Wilks and Creative Futures Ltd.

Melbourne Knowledge Week

As part of Melbourne Knowledge Week 2022, Museums Victoria presented three special experiences that explored, celebrated and showcased First Peoples' knowledge:

- *Truth telling through Country* – featuring Uncle Jim Berg and Dr Shannon Faulkhead, Museums Victoria Head of First Peoples Department.
- *Still in my Mind: Curator in conversation – Still in my Mind* – with curator and participating artist Brenda L. Croft and other First Peoples representatives.'
- *Connecting communities to collections* – featuring Uncle Dave Wandin, Delta Lucille Freedman, Dr Caroline Spry, Dr Elspeth Hayes and Professor David Frankel.



Illustration of *Koolasuchus cleelandi* in Early Cretaceous period, South-eastern Australia
Source: Museums Victoria | Artist: Peter Trusler

In 2021–22, Museums Victoria made significant progress with *Collecting the Curve*, our innovative and rapid response program aimed at capturing Victorian experiences during the COVID-19 pandemic, and gathering stories and items for the State Collection. We also completed a long-term research project, ‘Kodak Snapshots: 120 Years of Manufacturing in Australia’, to record the history of Kodak’s local photographic operations between 1884 and 2004, supported by the Baker Foundation and Kodak Australasia.

The Collection Storage Upgrade Program 2021–23 and the Collection Deaccession Program 2021–26, both supported by Victorian Government grants, commenced during the 2021–22 financial year.

Looking ahead

- *Museums Victoria Research Institute* – In June, the Museums Victoria Research Institute was launched, marking a critical step in our ambition to position Museums Victoria as the region’s leading museum-based research program. Based at Melbourne Museum, the Research Institute will reimagine how we do research, creating knowledge that changes the way we see the world and how we act to shape our future. In 2022–23 work will continue on a roll-out plan, including continuing efforts to build a truly multidisciplinary and collaborative research program, with First Peoples knowledge, history and culture at the core of our research practice, and position the Research Institute as an exemplary leader among museums research organisations.
- *Donald Thomson Collection* – Museums Victoria and the University of Melbourne are preparing an agreement concerning the mid- to long-term plans for the Donald Thomson Collection. The portion of the collection that includes the First Peoples cultural objects and natural history specimens is currently on long-term loan to Museums Victoria from the University of Melbourne.
- *Berlin’s Australian Archive: Addressing the Colonial Legacies of Natural History* – Museums Victoria is a vital partner in this new project which has received significant funding from The German Lost Art Foundation. The project is being led by the Universität Potsdam and Universität Trier and involves several research partners across Germany and Australia. This collaborative and interdisciplinary project will run from 2022 to 2024 and aims to address Australian collections held in Berlin museums, making them accessible to First Peoples communities.
- *Great Melbourne Telescope restoration* – Museums Victoria staff are managing an enthusiastic team of volunteers from the Astronomical Society of Victoria to complete a restoration project on the Great Melbourne Telescope. This project has received generous funding support from the Victorian Government, Copland Foundation, The Myer Foundation and The Ian Potter Foundation. Museums Victoria is in discussions with the Royal Botanic Gardens Victoria concerning the return of the Great Melbourne Telescope to its original location at the Melbourne Observatory adjacent to the Royal Botanic Gardens.



African Music and Cultural Festival, Immigration Museum
Source: Museums Victoria | Photographer: Cam Cope

Strategic objective 3:

Museums Victoria engages with, welcomes and celebrates all communities onsite and beyond its walls

We welcome and are inclusive of all communities and actively seek to engage under-represented audiences.

Performance against our Strategic Plan

- ✓ The Immigration Museum has played a major role in collaborative, strategic planning for the social, cultural and economic recovery of the Melbourne central business district this year.
- ✓ This year Museums Victoria has maintained engagement with schools and kindergartens across Victoria, delivering online programs to 112,310 students, and resumed in-person programs — delivered to 19,507 students — following the easing of COVID-19 restrictions.

Our commitment to ensuring Museums Victoria is welcoming to all audiences is embedded in our corporate values and shapes a wide range of programs aimed at reducing barriers to access and taking our experiences to those unable to visit.

The Immigration Museum continued to engage with diverse communities and creative practitioners throughout 2021–22 both onsite and beyond our walls. This includes connecting with audiences via online talks and webinars. Some of the highlights include:

- *Pass It On! Protest & Activism* – This three-part monthly panel series, presented in partnership with Deakin University, launched in October 2021 with the Queering Ethnicities online webinar.
- *Creative Connections: In conversation with participants of the Diversity Theatre Project* – The Diversity Theatre Project is an initiative aimed at senior members of Geelong’s Indigenous, LGBTQIA+, and Culturally and Linguistically Diverse (CALD) communities. This online talk, delivered in partnership with the City of Melbourne and Diversitat, centered on the health and wellbeing benefits of participation in the performing arts.

The Immigration Museum has played an important role in collaborations that support the social, cultural and economic recovery of the Melbourne central business district as part of the city’s recovery from the impacts of the pandemic. This has included a return of the Market Street Gardeners to the Immigration Museum courtyard and hosting Fair@Square Ethical Lifestyle Festival on 11–12 December, presented by Neighbourhood Circle partner Moral Fairground.

Other programs and events held this year included:

- *Galentine’s under the stars* – This outdoor cinema event was held on 13 February in collaboration with Midsumma Festival and Melbourne Queer Film Festival.
- *Many Stories Plus* – The Immigration Museum took part in Melbourne’s *Pillars of Light Festival* (30 November–3 December), presented by LiveNation and supported by the Gandel Foundation and the Ark Centre. During the festival, *Many Stories Plus* invited students to work in teams to uncover settlement and migration stories through objects and artefacts.
- *Black Armada* – This pop-up exhibition was developed by the Indonesian Diaspora Network Victoria and presented in conjunction with a screening of *When Merdeka Came to Australia: The History of Us 1942–1950*. The exhibition tells the story of the inspired origins of the relationship between Indonesia and Australia.

African Music and Cultural Festival at the Immigration Museum

The African Music and Cultural Festival returned to the Immigration Museum on 18–19 December, drawing an enthusiastic audience of more than 2,000 visitors. Now in its eighth year, the festival is the largest annual African festival in Australia — presented by more than 35 African Australian communities and organisations in Victoria — showcasing live music, dancing, diverse arts, cultural performances and authentic African food.

In April 2022 the Immigration Museums partnered with the *Midsumma Festival for Night at the Museum: Minus18 Youth Party*. Due to COVID-19 impacts, this special event for LGBTQIA+ youth was presented both online — with performances from a range of LGBTQIA+ musicians and performers — and as an onsite activation. *Night at the Museum* was followed by *Minus18’s Day at the Museum*, which included workshops with artist Abbey Rich and a pop-up chill-out lounge. More than 300 LGBTQIA+ youth participated in these events.

More than 250 people attended a women-only Iftar dinner held at the Immigration Museum, presented in partnership with the Australian Muslim Women’s Centre for Human Rights and Hana Assafiri, head cook and owner of iconic Melbourne institution, the Moroccan Soup Bar. As well as a spectacular banquet, the evening included a call to prayer from Aseel Taya, spoken word poetry and a DJ set from MzRizk.

A Day at the Museum — International Student Welcome

In May, the Immigration Museum held a special welcome event to mark International Student Week and celebrate the return of international students back to Melbourne. Developed in partnership with City of Melbourne, the day featured a smoking ceremony and Welcome to Country from Wurundjeri Elder Uncle Ringo Terrick, an interactive dance workshop by the Djirri Djirri Dancers, a lunch of Indigenous foods catered by Mabu Mabu and specialised tours of the Immigration Museum. More than 230 students attended and were delighted by the welcome provided by the Immigration Museum:

“I love museums...the mere experience of visiting them is very interesting for me, but also, participating in the smoking ceremony, the traditional dances and food of the First Peoples and was an excellent experience for me”

“I have met a lot of people from different countries. I have made new friends and we are i[n] touch. I am very happy. I finally have someone to me[et] and drink coffee with”

Museums Victoria’s Regional Engagement Plan 2020–23 seeks to ensure our museum programs, collections and research are available to Victorians wherever they live. Although delivery of the program this year was significantly curtailed due to COVID-19, support for regional primary and secondary students was maintained through new webinar and virtual learning programs, including *Top Designs* on-demand video content and the *Seeking Refuge* and *First Peoples of Victoria: Knowledge of Country* virtual learning programs.

As restrictions eased, Museums Victoria in-person programs resumed in regional areas. Further information on these programs and Museums Victoria’s Regional Engagement Plan 2020–23 is detailed in *Regional Museums Victoria* (pages 28–29).

Looking ahead

In 2022–23, Museums Victoria will deliver new initiatives focused on diversity and inclusion that will ensure Museums Victoria continues to be a place where everybody belongs.

- *Melbourne Revitalisation Fund* – The Immigration Museum and Melbourne Museum will deliver four new programs as part of the Melbourne City Revitalisation Fund, including a monthly Saturday Sessions program at Melbourne Museum, and a second Summer Sessions program presented in January 2023. At the Immigration Museum, a new *Wellness Weekdays Program* will leverage a global trend for museums as a destination for innovative health and wellbeing experiences, while the *Culture Makers* series will feature a program of music and performance, commencing in 2023.
- *Scanlon Foundation Partnership* – In May 2022, Museums Victoria and the Scanlon Foundation confirmed an innovative four-year partnership to address barriers preventing participation and engagement by diverse audiences, and to support greater inclusion in the workforce. Through this partnership, Museums Victoria will play a powerful role in helping cultural organisations become more representative of a diverse, dynamic and contemporary Victoria. This transformative program is designed to realise long-term benefits for Museums Victoria, its audiences, communities, and the cultural sector.



Students gathered in the courtyard for Melbourne International Student Week, Immigration Museum
Source: Museums Victoria | Photographer: Jon Augier

Strategic objective 4:

Museums Victoria is a centre for technological and scientific expertise and fosters innovation to build economic value

We create economic value by driving innovation and enterprise through creating experiences that engage public and commercial audiences with the possibilities of the future.

Performance against our Strategic Plan

- ✓ In 2021–22 Scienceworks collaborated with multiple STEM education partners and is developing further partnerships.
- ✓ Museums Victoria's education team delivered multiple digital online programs and Learning Lab interactive programs, including the *Triceratops* Augmented Reality experience.

Museums Victoria is a leading provider of enquiry science experiences and a showcase for contemporary science research across our museums and through education and public programs.

The 2021–22 financial year saw Scienceworks celebrate 30 years since first opening to the public in March 1992. This milestone was celebrated across the year with multiple events and the launch of a new exhibition, *Illuminate: How Science Comes to Light*.

***Illuminate: How Science Comes to Light* and 30 years of Scienceworks**

Scienceworks' newest exhibition, *Illuminate*, explores visual perception and illumination through colour, sound, and action. Developed in-house by Museums Victoria, *Illuminate* has been designed as a touring exhibition and is accompanied by evergreen digital content for audiences beyond our walls. By 30 June, more than 22,000 visitors had seen the exhibition since its launch on 14 May, with visitors praising the interactive, engaging and family-friendly nature of the experience.

In October, the Melbourne Planetarium launched a brand-new planetarium show, *Tycho Goes to Mars*. A sequel to the much-loved *Tycho to the Moon*, *Tycho Goes to Mars* features our favourite cheeky dog, Tycho, blasting off to Mars in a unique family cinema experience. *Tycho Goes to Mars* was nominated at the #BestOfEarth awards and has been distributed nationally to planetarium and fulldome cinemas.

In June, Scienceworks debuted *Torchlight Tales*, an after-dark walking tour of the Spotswood Pumping Station aimed at adult audiences. Led by expert guides, these torchlit tours through the historic building offered insights into the building's architecture and engineering, coupled with scary and inspiring tales from the building's past.

Design Beyond Earth

This year Scienceworks joined Melbourne Design Week 2022 to present *Design Beyond Earth* (25–27 March), a three-day event celebrating the ways in which design and science can create a better future, both on and off Earth. The program comprised five talks over three days with presenting partners including Hassell Studios, the American Chamber of Commerce in Australia, the Australian Space Agency, the UK Science and Innovation Network and RMIT Space Industry Hub, with support from the US Consulate General Melbourne. Scienceworks' Design Week activities also included a temporary pop-up exhibit focusing on the Australian Space Agency.

Scienceworks is a leading centre for enquiry science and STEM experiences for all ages. Programs are delivered year-round in a wide range of collaborations, including:

- STEMworks, a partnership between Museums Victoria and the Catholic Education Commission of Victoria, offering in-depth STEM learning support to schools.
- The Children's Eating and Weight Study (CHEWS), a research project investigating what factors influence children's food choices, including packaging, marketing, texture and other stimulus, delivered in partnership with the Deakin University CASS (Consumer-Analytical-Safety-Sensory) Food Research Centre.

Scienceworks and the Museums Victoria education team also produced a number of projects in partnership with the Department of Education and Training including Future Innovators and Robotics on the Road. For further information on these programs, please refer to [Regional Museums Victoria](#) (pages 28–29).

Future Forums: Ideas shaping tomorrow

In 2021–22 Museums Victoria launched Future Forums, a new series of monthly conversations with luminary thought leaders from Australia and overseas. Future Forums brings together some of the world’s brightest innovators and creative thinkers to reflect on the big ideas and important questions that are shaping our future.

Some of the inspiring conversations this year have included innovations in robotics and automation research, imagining new forms of human habitation in space, how looking to the deep past might help us understand how to prepare for the future, and the importance of First Peoples knowledge in protecting the environment.

This year the offer at Melbourne Museum’s Learning Lab expanded with the addition of new interactive programs, including *Connecting with Nature* and *Bite Size Science*. A stand-out, however, was *Triceratops in Technicolour*, a family program using digital art technologies to create an augmented reality *Triceratops*. Museums Victoria’s education team also delivered multiple digital online programs for intergenerational audiences, including *Astro Hour*, *Spring into Growing*, and *Drawing on Nature*, an online program linked to *Treasures of the Natural World*.

Looking ahead

Museums Victoria will continue to strengthen its position as a leading centre for enquiry science experiences, contemporary science, STEM education and digital learning experiences.

- *Pumping Station augmented reality experience* – Following the success of *Triceratops in Technicolour*, a new augmented reality experience featuring the Pumping Station is under development and will be available to visitors and education audiences in late 2022. This initiative is supported by Melbourne Water.
- *STEM and research partnership* – Museums Victoria will build on existing partnerships, including with the Department of Education and Training, to develop the Middle Years Science Challenge project, which provides science resources to teachers.



Illuminate: How Science Comes to Light exhibition, Scienceworks
Source: Museums Victoria | Photographer: Joel Checkley

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

Our future is underpinned by financial growth, a strong brand and an engaged and high-performing workforce.

Performance against our Strategic Plan

- ✓ The Museums Victoria First Peoples Employment Strategy was approved in April 2022.
- ✓ The in-house Museums Victoria product range was expanded with product lines and exhibition-aligned merchandise.
- ✓ Museums Victoria's Sustainability Action Plan was developed and commenced implementation during 2021–22.
- ✓ A vital system upgrade project to boost systems capacity for online ticket sales and minimise website outages was completed in September.

Delivery of Museums Victoria's strategic goals is underpinned by initiatives that build organisational resilience and sustainability focused on our staff, our commercial operations and our community of supporters and donors.

Museums Victoria received a number of significant donations in 2021–22, including a major grant from The Scanlon Foundation as part of a four-year partnership to enhance diversity and belonging across Museum Victoria's workforce and museums. Other significant contributions included funding from the Holsworth Charitable Gift towards a threatened species conservation project, "Saving Smoke before the Fire: BioBanking the living cells and population ecology of the endangered Smoky Mouse," and The Hugh D.T. Williamson Foundation towards the First Peoples Cadetship program. Museums Victoria is extremely thankful for the continued support from other major Donors and Director's Circle Members, including The King Family Foundation, The Stuart Leslie Foundation, Greg Lewin AM and Glenda Lewin, the Crafti family in memoriam of Dr Leon Taft, and The Piers K. Fowler Scholarship Fund.

The 2022–2023 annual appeal, *Inspiring the Future*, launched in May 2022, highlighting Museums Victoria's work across three pillars: Science and STEM Education, First Peoples initiatives and Protecting Biodiversity and the Environment. The fundraising campaign also includes an opportunity for the public to purchase museum memberships to be donated

to members of the community experiencing disadvantage through Berry Street. The Museums Victoria Foundation was launched in-line with the annual appeal, receiving a leadership donation from Andrew Butcher and Sara James.

Despite COVID-19-related closures of our museums, the Museum Members program had a busy year with more than 15,000 memberships sold, more than half of which were new members. Throughout the year members enjoyed special events including previews and exclusive experiences for *Triceratops: Fate of the dinosaurs* and a member-exclusive gift for the opening weekend of *Illuminate* at Scienceworks.

Corporate partnerships are important in supporting Museums Victoria reach its strategic goals while helping partners achieve their business, brand and corporate affairs objectives. This is exemplified in our Major Partnership with VicHealth, which supports healthier choices for the community through public programs, the removal of sugary drinks from museum venues and the publication of a children's activity book inspired by Museums Victoria's *Triceratops*. Finishes in both *Triceratops: Fate of the dinosaurs* and *Illuminate* were provided by Colour Partner, Coloursmith by Taubmans, which provides Museums Victoria with colour and paint expertise along with a supply of paint.

Media partners News Corp and Nova Entertainment, Schwartz Media, 3KND Kool 'N' Deadly, Neos Kosmos and Tourism Partner V/Line, have been instrumental in helping build awareness with our audiences. Other initiatives are supported through partnerships with Melbourne Water, Life Documentaries, and Greater Western Water.

The reopening of our museums allowed those parts of Museums Victoria's commercial operations that had been most constrained by the temporary closure due to the pandemic to resume activity. In March 2022 the Royal Exhibition Building, which from March 2021 had operated as a COVID-19 vaccination hub, recommenced its operations as a leading venue for major events. The first of these was the *Melbourne International Flower and Garden Show*, which attracted more than 100,000 visitors from 30 March to 3 April 2022.

Museums Victoria's retail offerings proved extremely successful in 2021–22 with Museums Victoria's exclusive in-house range of apparel, stationery and books achieving record sales. The range expanded during the year to include *Triceratops* and dinosaur-themed merchandise, Tycho merchandise and a collection inspired by the rare book collection.

IMAX Melbourne reopened with a bang in late October, presenting a series of major Hollywood releases that resulted in audience levels not experienced in a decade. Admissions and revenue for the year were more than 50 percent above 2018–19 and more than 30 percent over 2017–18, with *Dune* delivering more than \$1.1 million in ticket revenue, positioning IMAX Melbourne as the second highest grossing IMAX theatre in the world for that title.

Museums Victoria's First Peoples Cultural Competency Program has been rolled out to commercial clients as an immersive First Peoples educational experience. Museums Victoria aims to align this program with the First Peoples recruitment strategy and establish formal marketing campaigns in 2022–23.

Museums Victoria is dedicated to developing and maintain a high performing workplace that is diverse, innovative, responsive, inclusive, safe, and which reflects Museums Victoria's values. In 2021–22, staff across our venues were trained as accredited Mental Health First Aid Officers to support staff who feel they may be developing a mental health problem, experiencing a worsening of an existing mental illness or experiencing a mental health crisis.

International Women's Day

In celebration of International Women's Day on 8 March, the Women at the Museum group hosted a program of events in partnership with the Australian Museums and Galleries Association (Victoria) and IMAX Melbourne. Highlights included a special International Women's Day screening of Sandy Greenwood's critically acclaimed *Matriarch* and an online webinar, *Changing climates: Equality today for a sustainable tomorrow*, featuring presentations by Museums Victoria's Dr Jane Melville, Dr Jo Sumner, Kate Phillips and Mel Mackenzie.

In 2021–22 Museums Victoria also relaunched our Diversity and Inclusion Employee Networks, which had temporarily been suspended during COVID-19 lockdowns. These networks enable peer support and provide an invaluable opportunity to make a positive difference across Museums Victoria. Membership is voluntary, and open to all staff who identify with the specific Diversity and Inclusion Employee Network focus.

Museums Victoria also delivered our Gender Equality Action Plan (GEAP), committing to our vision for gender equality and identifying key areas of focus and actions to strengthen gender equality in the organisation

For further information on Museums Victoria's workplace strategies and culture please refer to [Our Workplace Culture](#) (page 52).

Looking ahead

Museums Victoria will continue to grow as a thriving organisation through our commercial and philanthropic business, our high performing workforce and our sustainable operations.

- *Technological upgrades* – Museums Victoria's corporate services framework will be enhanced through major systems upgrades, including customer relationship management technology and website redevelopment.
- *Museums Victoria Sustainability Strategy* – The Sustainability Strategy will include initiatives to minimise our operational environmental impact and engage our staff and visitors around issues of environmental sustainability. The strategy, which will be launched in 2022–23, will empower Museums Victoria to pursue our goal of net zero greenhouse gas emissions by 2030.
- *Museums Victoria's social and economic impact analysis* – An analysis of Museums Victoria's social and economic impact commenced in 2022 and will be completed in early 2022–23. This important research will provide further insights into the breadth and value of Museums Victoria's impact in the areas of research, audience experiences and community engagement.
- *IMAX Melbourne foyer redevelopment* – A business case is being developed for the upgrade of the IMAX foyer areas to allow more efficient and effective service levels during high trade periods.

Serving All Victorians

Our reach and impact across the state is exceptional. With a focus on collaboration and exchange, Museums Victoria's regional engagement celebrates and deepens our connections with our State's regional places, people and stories.

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. We are active in every Victorian local government area through our outreach, loans, field work and education.

Education and Outreach

Positive Start initiative

The Department of Education and Training's *Positive Start* initiative has provided funding to deliver new programs at Melbourne Museum, Immigration Museum and via Museums Victoria's Outreach program. These new programs are enabling more students to engage with Melbourne Museum's newest exhibition *Triceratops: Fate of the Dinosaurs*, as well as Immigration Museum exhibitions. Importantly, this funding has enabled the creation of two new Outreach programs for primary and high school students in regional Victoria. The *Positive Start* initiative engaged with 5,325 Victorian students up to 30 June 2022 — more than half of whom were from regional areas — and is expected to engage with a total of 20,040 students by 31 December 2022.

Outreach programs

Museums Victoria's Outreach program provides experiences to audiences who have difficulty visiting our museums for reasons including age and geographical distance. In 2021–22 the program launched two new experiences for primary and secondary schools in regional Victoria:

- *Dinosaurs... traces of the past* allows students to learn about the fascinating world of dinosaurs by engaging with dinosaur bones, fossils and stories that help them consider a time when dinosaurs existed on earth. The program is forecast to reach more than 8,500 primary school students in regional Victoria during 2022.
- *Robotics on the Road* is a hands-on, STEM incursion program that requires students to write instructions for a robot using block-based programming language. The program is forecast to deliver to 5,040 primary and secondary students in regional Victoria in 2022.

Future Innovators

STEM Curious is a two-hour workshop that was presented online to 125 educators during the first half of the 2021–22 financial year. The program is on track to reach 1,200 participants by the end of 2022 and has already achieved its target of 30% regional delivery.

STEM Independent, a two-day module, was successfully delivered to 46 teachers between February and the end of the financial year, and is expected to reach around 120 educators by the end of 2022. Regional services comprise almost half of the applications, which is well above the target of 40%.

Regional Science Champions

The *Regional Science Champions* project builds STEM engagement in regional Victoria by supporting the development and delivery of STEM programs in local libraries. Working with Public Libraries Victoria and the Royal Society of Victoria, Scienceworks has delivered online training sessions for librarians along with lending kits which provide materials, activity outlines, and facilitation guidelines for best-practice STEM programs. To date, the project has reached more than 130 librarians across 46 regional and metro council areas (21 regional, 25 metro).

Research, Collecting and Field Work

Museums Victoria Fieldwork

Following the lifting of COVID-19 restrictions, Museums Victoria's scientific fieldwork recommenced in regional Victoria. Activities included wildlife surveys in the Bendigo area to examine Victorian mammals and the impacts from bushfire, climate change, and introduced species, supported by the Victorian Government's Department of Environment, Land, Water and Planning; and work in the Little Desert area to examine Victorian reptiles and amphibians to assess the effect of recent fire history on the species diversity — supported by The Ian Potter Foundation.

First Peoples Connections

Art at the Crossroads

Art at the Crossroads is an interdisciplinary research project investigating historical First Peoples' responses to 'contact' with newcomers to their land. In May the First Peoples Department hosted the first of several visits by artists and cultural advisers from Arnhem Land for the project, providing access to bark paintings commissioned and collected by Baldwin Spencer and collected by Paddy Cahill in 1913, along with other cultural material and photographs from Gunbalanya, Western Arnhem Land.

wurukur djuanduk balag — Ancestors Are Calling

wurukur djuanduk balag — Ancestors Are Calling was developed for RISING as part of MOVING OBJECTS (a collection of new work by First Peoples artists curated by RISING Artistic Associate Kimberley Moulton) and debuted across two performances at Melbourne Museum and the Ulumbarra Theatre in Bendigo. Composed in multiple First Peoples languages by Dr Lou Bennett AM (Yorta Yorta, Dja Dja Wurrung), the song-based narrative responds to the cultural belongings of First Peoples held in the Melbourne Museum collection and features Uncle Herb Patten (Ganai-Kurnai, Yorta Yorta and Wiradjuri), Aunty Joy Wandin Murphy (Wurundjeri), Allara (Yorta Yorta) and Silo SQ.

Temporary exhibitions on view during 2021–22

Location	Exhibition	Dates	Description
Immigration Museum	<i>Becoming You: An incomplete Guide</i>	November 2020 – December 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.
Scienceworks	<i>Born or Built</i>	April 2021 – January 2022	Designed by Questacon, <i>Born or Built</i> examines the similarities and differences between humans and machines, explores our shared future and questions the decisions that we need to make to get there.
Melbourne Museum	<i>Treasures of the Natural World</i>	June 2021 – January 2022	<i>Treasures of the Natural World</i> showcases some of the most fascinating, historically and scientifically significant objects from the collection of the Natural History Museum, London. Melbourne Museum's interpretation of the exhibition is enriched by the addition of First Peoples' narratives, offering an important acknowledgement of the complex history of some of these objects and the deep relationship First Peoples have with the natural world.
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.
Immigration Museum	<i>Capturing Culture: Multicultural Victoria in Focus</i>	June 2022	<i>Capturing Culture</i> recognises the resilience and lived experiences of multicultural communities during the COVID-19 pandemic and creates a visual record of a unique time in Victoria's history. The exhibition captures the vibrancy, significance and connectedness of multicultural communities that existed before the pandemic, and which will prevail long afterwards.

Location	Exhibition	Dates	Description
Bunjilaka Aboriginal Cultural Centre	<i>Still in my Mind: Gurindji location, experience and visuality</i>	November 2021 – May 2022	Inspired by Gurindji/Malngin leader Vincent Lingiari, <i>Still in my Mind</i> considers the impact of the Gurindji Walk-Off in sparking the national land rights movement. Curator and participating artist Brenda L. Croft developed this exhibition through long-standing, practice-led research with her patrilineal community, with the assistance of Karungkarni Art and Culture Aboriginal Corporation.
Immigration Museum	<i>Being Mirka</i>	June 2021 – August 2022	To celebrate the 70th anniversary of Melbourne cultural icon Mirka Mora's arrival in Australia, this installation presents objects from Mirka's former Richmond studio to reveal her journey of personal discovery — from post-World War II migrant to one of Melbourne's most beloved cultural figures.
Bunjilaka Aboriginal Cultural Centre	<i>Fight for Survival</i>	November 2021 – July 2022	<i>Fight for Survival</i> tells the story of when communities united to save Victoria's treasured Northland Secondary College, and their grassroots fight against the decision to shut down the school. The exhibition presents photographs, artworks from former students, and other historical material from the period and reflects on why Northland Secondary College meant so much to so many people.

Touring exhibitions

Location	Exhibition	Dates	Description
Incinerator Gallery	<i>Silent Witness: A Window to the Past</i>	June – July 2021	<i>Silent Witness</i> features large-scale photographic portraiture of scar trees and poetry works by Uncle Jim Berg. Taken on Wotjobaluk country, these images wrap visitors in Country, telling the story of First People and their connection to the land.
Newcastle Museum	<i>Alice's Wonderland: A Most Curious Adventure</i>	April – July 2022	This family-friendly exhibition brings basic science and maths concepts to life for three-to-eight-year-olds and their families. <i>Alice's Wonderland</i> features 26 engaging interactives including an Ames room, praxinoscope, zoetrope and many other mind-bending illusions.
Blak Dot Gallery	<i>Silent Witness: A Window to the Past</i>	June 2022	In June, <i>Silent Witness</i> toured to Blak Dot Gallery at the request of Reconciliation Victoria and Uncle Jim Berg, and was enhanced to create a new experience, <i>Walk The River</i> , to celebrate Reconciliation Week 2022.

Museums Victoria collaborations

Partner	Project	Location	When
With sector organisations			
City of Melbourne ¹	International Student Week	Immigration Museum	May 2022
Deakin University ²	<i>Pass it on! Intergenerational conversations about protest and activism</i>	Virtual	October 2021
The Wheeler Centre	<i>Mapping Culture: Lasting Stories</i>	Immigration Museum	March 2022
Victorian Multicultural Commission ³	<i>Capturing Culture: Multicultural Victoria in Focus</i>	Immigration Museum	June 2022
Visit Victoria ⁴	Art After Dark	Melbourne Museum	May 2022
Zoos Victoria and Royal Botanic Gardens	<i>STEM and Society: Collecting insights – environmental adaptation in Victoria</i> forum, hosted by Parliament of Victoria	Virtual	August 2021
With other Creative Industries Portfolio Agencies			
Creative Victoria and NGV Department of Contemporary Design and Architecture	Melbourne Design Week 2022	Scienceworks	March 2022
With individual creative practitioners			
Sparsh Ahuja	SAARI Collective	Immigration Museum	May 2022
Dr Vicky Au, Maddison Miller, Bianca Spender and Josh Murray	Towards a Thriving Future series: <i>Transformative thinking for the environment</i>	Virtual	October 2021
Lilah Benetti	<i>Into the Night</i>	Immigration Museum	February 2022
Dr Lou Bennett AM (Yorta Yorta Dja Dja Wurrung) ⁵	<i>wurukur djuanduk balag— Ancestors Are Calling</i>	Melbourne Museum	June 2022
Brenda L. Croft ⁶	<i>Still in my Mind: Gurindji location, experience and visuality</i>	Bunjilaka Aboriginal Cultural Centre, Melbourne Museum	November 2021 to May 2022
Dinos Got Talent and Wantok ⁷	<i>The (Very) Big Laugh Out – Melbourne International Comedy Festival</i>	Melbourne Museum Plaza	April 2022
Thabani Tshuma and Bella Waru	Emerging Writers' Festival	Melbourne Planetarium, Scienceworks	June 2022

1 See Strategic Objective 3 for further details

2 See Strategic Objective 3 for further details

3 See COVID-19 Impact for further details

4 See Strategic Objective 1 for further details

5 See Regional Museums Victoria for further details

6 See Strategic Objective 2 for further details

7 See Strategic Objective 1 for further details

Partner	Project	Location	When
Anthea Yang and Munira Tabassum Ahmed	Culture Makers Lab	Virtual	September 2021
With regionally based outcomes			
Australian Government Department of Health and Aged Care and Diversitat ⁸	Diversity Theatre Project	Geelong, Victoria (Virtual)	October 2021
Australian Research Council ⁹	<i>Repairing memory and place: An Indigenous-led approach to urban water design</i>	Regional Victoria	2021–22
Department of Education ¹⁰	Positive Start	Regional Victoria	March to June 2022
Gunditj Mirring Traditional Owners Aboriginal Corporation ¹¹	Deaccession and Repatriation of Gunditj Mirring cultural heritage	Gunditjmara Country	December 2021
Public Libraries Victoria and the Royal Society of Victoria ¹²	Regional Science Champions	Regional Victoria	2021–22
With international organisations			
British Consul-General, with the British Council	UK/Australia Season Celebration	Melbourne Museum	December 2021
National Archaeological Museum, Athens, Greece ¹³	<i>Open Horizons: Ancient Greek Journeys and Connections</i>	Melbourne Museum	April 2022
National Museum of China	Treasure Hunt Relay: Global Museums Director's Choice	Beijing, China (Virtual)	September 2021
Winnipeg Indigenous Triennial	<i>Naadohbi: To Draw Water</i> Symposium	Winnipeg, Canada (Virtual)	February 2022

8 See Strategic Objective 3 or further details

9 See Strategic Objective 2 for further details

10 See Regional Museums Victoria for further details

11 See Strategic Objective 2 for further details

12 See Regional Museums Victoria for further details

13 See Strategic Objective 1 for further details

Our Performance

Service Agreement Reporting

In line with Museums Victoria's Service Agreement with Creative Victoria, we provide a report on the Entity's achievements of Budget Paper 3 performance measures against 2021–22 targets, along with results from previous years. Reported results include ticketed attendance and key performance indicators as outlined in this section.

Attendance

Museums Victoria's overall attendance was primarily influenced by the impacts of COVID-19 and the associated venue closures during 2021. Nevertheless, Melbourne Museum has seen a return to pre-COVID-19 visitation levels, following the opening of *Triceratops: Fate of the Dinosaurs*, with weekends and school holidays continuing to sell out. The launch of *Illuminate: How Science comes to Light* at Scienceworks and *Open Horizons: Ancient Greek Journeys and Connections* at Melbourne Museum has also contributed to strong attendances. This recovery has primarily been observed in domestic visitors, especially from metropolitan areas. In addition, IMAX has experienced above target attendances which can be attributed to recent movie releases such as *The Batman*, *Top Gun: Maverick* and *Dr Strange in the Multiverse of Madness*.

Negatively impacting the overall variance is the lack of international tourists, which comprised 1% of overall visitation in 2021–22, compared with 9% of 2018–19 visitation. Furthermore, the 2021–22 targets were established prior to the Delta and Omicron waves of COVID-19 and it was not predicted that Museums Victoria venues would close for 27% of 2021–22.

The Key Performance Indicator results below for Total Ticketed Visitation, Outreach (in-person) and Website form part of the published Victorian Government Budget Paper 3 (BP3) measures tracking Museums Victoria's Performance.

	2021–22	2020–21 ¹⁴	2019–20 ¹⁵	2018–19	2017–18
Immigration Museum	38,136	26,342	85,621	135,372	117,757
Scienceworks	266,170	184,780	369,194	506,342	481,037
Melbourne Museum	673,180	391,301	754,309	1,106,169	1,191,862
IMAX	222,540	87,217	170,199	224,903	261,495
Total ticketed attendance	1,200,026	689,640	1,379,323	1,972,786	2,052,151
Outreach Program	17,591 ¹⁶	13,860	110,206	141,233	182,451
Website	7,612,206	5,438,382	5,876,777	6,213,921	5,192,921
Total offsite attendance	7,629,797	5,452,242	5,986,983	6,355,154	5,375,372
Royal Exhibition Building	174,759	1,312	382,747	701,267	635,218
Total attendance	9,004,582	6,141,882	7,749,053	9,029,207	8,062,741

Notes:

The 'Total Ticketed Attendance' (1,200,026) and 'Outreach in-person' (13,155) categories have been combined to report the total 'Attendance/users' BP3 measure of 1,213,181.

¹⁴ 2020–21 attendances were negatively influenced by the impacts of the COVID-19 pandemic and the associated venue closures across the year.

¹⁵ 2019–20 attendances were negatively influenced by the impacts of the COVID-19 pandemic and the associated venue closures across the year.

¹⁶ Incorporates 13,155 in-person outreach program attendees and 4,436 virtual outreach program attendees.

Key performance indicators

The reduced level of satisfaction at all three museums against a target of 96% — in particular at Scienceworks (84% compared to 86% last year) – reflects COVID-19 safety changes and restrictions which have impacted the visitor experience. Visitor feedback indicates that some of our exhibitions and spaces at Scienceworks are feeling “old” and “out of date” and overcrowded at busy times. All of this is bringing the weighted visitor satisfaction average for the whole of Museums Victoria down.

In 2021–22 Museums Victoria’s website sessions achieved 20% above target. In Quarter 1 website sessions were slightly below forecast, however the fall in traffic to What’s On and tickets pages due to venues being closed was mitigated by the online *Museum at Home* platform, which provided engaging content and experiences for audiences beyond our walls. Since venues reopened on 30 October 2021, the number of website sessions has grown more than anticipated due to the continued preference for visitors to pre-purchase tickets online. This growth has been particularly strong during Quarter 3 and Quarter 4 due to visitor enthusiasm driven by a strong marketing campaign for the *Triceratops: Fate of the Dinosaurs* exhibition.

Museums Victoria education programs continue to engage online and onsite students across the State, and the recovery from COVID-19 has also begun to accelerate, with each venue’s education result exceeding the June 2022 budget. However, education audiences across 2022 Term 1 and 2 have continued to be impacted by COVID-19 to a greater extent than general public audiences, resulting in a negative variance result.

2021–22 volunteer hours have been negatively impacted by several factors including the direction to work from home; changes to program delivery and an increase in online activity; back of house activity not fully returned; and the hesitancy of some volunteers to return to site due to COVID-19.

The Members program has surpassed expectations with record results from membership sales which can be attributed to the opening of *Triceratops: Fate of the Dinosaurs* from March 2022.

The Key Performance Indicator results below form part of the published Victorian Government Budget Paper 3 (BP3) measures tracking Museums Victoria’s Performance.

	2021–22	2020–21	2019–20	2018–19	2017–18
Attendances	1,213,181	697,770	1,489,529	1,972,786	2,052,151
Website visitation	7,612,206	5,438,382	5,876,777	6,213,921	5,192,921
Collection stored to industry standard	76%	76%	78%	74%	74%
Visitors satisfied with visit	91%	90%	97%	97%	96%
Student attendances at education programs	131,817	54,521	177,492	255,552	255,725
Volunteer hours	10,341	4,006	34,917	43,349	40,012
Memberships	25,945	21,597	23,299	23,522	29,216

Financial summary

	2021-22 \$'000	2020-21 \$'000	2019-20 \$'000	2018-19 \$'000	2017-18 \$'000
Revenue from government	54,853	100,716	89,512	86,894	85,799
Total income from transactions	92,412	123,251	119,463	124,944	137,009
Total expenses from transactions ¹⁷	(117,828)	(148,990)	(153,263)	(155,320)	(163,135)
Net result from transactions (after depreciation)	(25,416)	(25,739)	(33,800)	(30,376)	(26,126)
Net result	(23,465)	(24,972)	(34,158)	(31,326)	(26,044)
Net result (before depreciation) ¹⁸	(4,044)	8,753	(661)	(1,099)	3,338
Net cash flow from operating activities	3,983	8,245	(2,274)	(5,462)	12,414
Total assets	2,028,454	2,029,697	1,841,899	1,870,462	1,719,362
Total liabilities	32,366	30,235	32,951	32,802	30,798

Notes to Financial Summary:

The net result from transactions (after depreciation) improved from a deficit of \$25.739 million in 2020-21 to a deficit of \$25.416 million in 2021-22, a gain of \$0.323 million.

The net result from transactions (before depreciation) was a deficit of \$4.044 million for 2021-22. After adjusting for depreciation expense of \$19.421 million and an offsetting gain of \$1.951 million from the revaluation of long service leave liability, the final net result was a deficit of \$23.465 million.

The net cash inflow from operating activities decreased by \$4.262 million to \$3.983 million, primarily due to reduced business interruption funding and capital grants. Capital funding in 2021-22 was in the form of Capital Contributions.

Assets decreased by \$1.243 million (0.1%) from \$2,029.697 million to \$2,028.454 million because of an increase in Cash, which offset the reduction in Physical Assets.

Liabilities increased by \$2.131 million (7%) from \$30.235 million to \$32.366 million. The increase is mainly due to larger trade creditors and accruals balances from increased operational and capital spend. This increase was offset by the repayments of loans for Museums Victoria's Energy Performance Contract and Triceratops loans.

¹⁷ Previously reported as 'total expenses from transactions (before depreciation)'. Data for preceding financial years have been adjusted to ensure figures are directly comparable.

¹⁸ Previously reported as 'net result from transactions before depreciation'. Data for preceding financial years have been adjusted to ensure figures are directly comparable.

2021–22 Financial overview of operations

General Operations

Contributing to the final net result deficit of \$23.465 million in 2021–22 was a depreciation expense of \$19.421 million and an offsetting gain from ‘other economic flows included in net result’ of \$1.951 million, attributable to a net gain arising from the revaluation of long service leave liability.

Income

Income from transactions increased by \$7.983 million (9%) after removing the effects of \$38.822 million of Capital Asset Charge (CAC)¹⁹ in 2020–21. This increase is mainly due to increased self-generating income since the re-opening of Museums Victoria in November 2021 but was partially offset by reduced government business interruption funding.

Expenses

Expenses from transactions (after removing CAC in 2020–21) increased by \$7.660 million (7%) from the re-opening of Museums Victoria, which increased both Employee Benefits and Operating Expenses. This increase was offset by a reduction in depreciation, mainly due to a change to the Buildings’ useful lives from the asset revaluation performed in 2020–21.

¹⁹ Capital Asset Charge (CAC) was discontinued in 2021–22

Environmental performance

	2021-22	2020-21	2019-20	2018-19	2017-18
Energy					
Total electricity consumption (gigajoules)	36,997	32,567	39,853	72,284	61,728
Total natural gas consumption (gigajoules)	31,675	32,371	44,206	52,507	44,347
Greenhouse emissions associated with energy use (tonnes – CO ₂)	12,277	10,697	13,113	14,512	16,196
Waste					
Percentage of total waste recycled	49.5%	46%	52%	46%	45%
Water					
Water consumption (kilolitres)	46,178	68,254	71,548	73,185	77,588

Notes:

Museums Victoria engages in sustainable management practices under the State Government's Energy Management Program. This is reflected in a reduction in the total energy consumption which can be attributed to more than 2,700 solar panels installed at four Museums Victoria sites and other energy efficiency initiatives. The program is one of many being delivered under the Victorian Government's Greener Government Buildings program and involves a combination of new efficient lighting, heating and cooling upgrades, solar panels and building automation and controls. A third stage of the program is now underway to replace the central chiller plant at Melbourne Museum along with other new energy efficiency initiatives.

Museums Victoria commenced reporting of natural gas consumption in 2020-21. This table has been adjusted to include historical gas consumption data and is not directly comparable with previous reports.

Greenhouse Gas emissions figures for 2021-22 are based on purchased electricity and gas from external sources. Electricity generated from Museums Victoria's solar arrays has been excluded from total electricity usage and is not included in Greenhouse Gas emissions calculations.

Water usage figures for some months at Melbourne Museum and the Royal Exhibition Building are estimated due to unresolved water meter issues.

COVID-19 Impact

Reopening our museums

The COVID-19 pandemic continued to impact Museums Victoria during the 2021–22 financial year, with the organisation adapting and responding to various periods of closures and restrictions.

Following the easing of restrictions and the reopening of our museums on 30 October 2021, Museums Victoria has moved quickly to reconnect with its audiences and re-establish commercial and other revenue streams. Activity has included the delivery of several major new exhibitions and experiences and continued expansion of our digital reach while actively managing workforce planning and staff wellbeing.

Museums Victoria Vaccination Hubs

The Royal Exhibition Building operated as a COVID-19 vaccination hub from March 2021 until March 2022, delivering more than 400,000 vaccine doses over a 12-month period. This included a brief period in which the vaccination hub was temporarily relocated to Melbourne Museum while critical conservation works on the World Heritage-listed Royal Exhibition Building were underway.

In February 2022, as part of a Victorian Government initiative, Melbourne Museum and Scienceworks hosted COVID-19 vaccination pop-ups, known as 'K-pops', for children who are vulnerable or living with disability.

COVIDSafe Plans

Museums Victoria continues to revise and maintain a COVIDSafe Plan for each operating site. In conjunction with associated procedures and guidance material, these plans ensure that each site operates in a COVIDSafe manner and in compliance with public health orders.

Staff wellness and support

Staff wellness remained a key priority during the year. In August 2021, two special presentations on building resilience were offered to staff by registered counsellor and psychotherapist Renee Boyle. In September 2021, staff had the opportunity to join an online presentation and Q&A session regarding vaccinations with Professor Marc Pellegrini, Head of the Infectious Disease and Immune Defence Division at the Walter and Eliza Hall Institute (WEHI).

Capturing Culture: Multicultural Victoria in Focus Photography Exhibition

From 6 to 26 June 2022, the Victorian Multicultural Commission presented the inaugural *Capturing Culture: Multicultural Victoria in Focus* Photography Exhibition competition, to celebrate the resilience of Victoria's multicultural communities during the COVID-19 pandemic. The exhibition was displayed in the Immigration Museum Atrium and featured the shortlisted finalists.

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 the responsible Ministers were the Hon. Danny Pearson MP (1 July 2021 to 27 June 2022) and Steve Dimopoulos MP (from 27 June 2022).

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 (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 six directors that oversee the six Museums Victoria business departments (Exhibitions and Audience Experiences, Museums Victoria Research Institute, Development and Commercial Operations, People and Engagement, Corporate Services, Governance and Communication). The executive team carries out day-to-day management tasks and reports on Museums Victoria's operations to the CEO and the Board.

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.

Number of meetings held during the financial year: 7

Board member	No. of meetings attended
Mr Leon Kempler AM	7
Ms Linda Bardo Nicholls AO	4
Dr Bronte Adams AM	6
Mr Andrew Butcher	7
Prof Bronwyn Fox (from 19 October 2021)	5 (of 6)
Mr Tim Goodwin	7
Dr Alison Inglis AM (to 31 December 2021)	3 (of 3)
Mr Dale McKee (from 19 October 2021)	6 (of 6)
Ms Mary Stuart	7
Mr Peter Tullin	6

Board member profiles

Mr Leon Kempler AM – President

Appointed 2019

Leon is involved in various business activities. His current honorary roles include Chairman of the Advisory Council of National Science and Technology Centre (Questacon), 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. 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. Leon is Chair of Museums Victoria Foundation and Nominations, Remuneration and Governance Committees.

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 Victorian Equal Opportunity and Human Rights Commission 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 the Aboriginal Cultural Heritage Advisory Committee and Acting Chair 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 has served as an independent non-voting member of the Museums Victoria Audit and Risk Committee since January 2020, and also serves as a member of the museum's Steering Committee for the Scienceworks redevelopment project. Dale is Treasurer of the Museums Board of Victoria and Chair of the Audit and Risk Committee.

Dr Bronte Adams AM

Appointed 2020

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 consultant with McKinsey & Co, and in a variety of senior government executive positions. Bronte is actively involved in public life with current and past board/ director positions including the Australian Broadband Advisory Council; UNESCO High Commission; Victorian Education and Research Network; VERNet HR Committee; AICD Technology and Innovation Panel; Innovation and Science Australia; Melbourne Symphony Orchestra; Melbourne University Publishing; 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; the Australia Council's Visual Arts Board; and a range of other innovation, science and technology advisory and commercialisation bodies, and ICT and Gov2.0 advisory bodies. Bronte is a member of Museums Victoria's Audit and Risk, and Nominations, Remuneration and Governance Committees.

Mr Andrew Butcher

Appointed 2013 (retired 30 June 2022)

Andrew has worked in the media since 1988, initially as a journalist before switching to corporate affairs at News Corporation in New York in 1999, where Andrew became the Senior Vice President of Corporate Affairs and Communication. He returned to Australia to become Executive Director of Communication and Media Relations at Telstra. Andrew is now Joint Managing Partner of corporate advisory firm Bespoke Approach and advises some of Australia's best-known companies, including BHP, ANZ and Telstra. Andrew was a member of the Museums Victoria Foundation and People, Culture and Industrial Relations Committees.

Andrew's appointment on the Museum's Board of Victoria ceased on 30 June 2022. He will continue his involvement with Museums Victoria as an external member of the Museums Victoria Foundation Committee.

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 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 is a member of Museums Victoria's Research Committee.

Dr Alison Inglis AM

Appointed 2015 (retired 31 December 2021)

Alison is an Honorary Fellow in the Art History Program at the University of Melbourne. A former Associate Professor of that University, Alison was the coordinator of Art Curatorship for many years and her research areas include 19th century art and museum studies. Alison served on the boards of the National Gallery of Victoria and Heide Museum of Modern Art, and was a member of the Donald Thomson Collection Administration Committee. She was appointed as an Emeritus Trustee of the National Gallery of Victoria in 2010. In 2020, Alison received a member of the Order of Australia for her significant service to education, and to the museum and galleries sector.

Alison's appointment on the Museum's Board of Victoria ceased on 31 December 2021. Alison also served as Chair of the Research Committee and a member of the Development 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 Melbourne Health 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 and Nominations, Remuneration and Governance Committees.

Ms Mary Stuart

Appointed 2019

Mary is Executive Director of the iconic 110-year-old Luna Park Melbourne. Mary has a background in industrial relations, industry development and corporate governance with national ACTU Officer responsibilities for a range of industries across Printing, Newspapers, Building and Construction, Pulp and Paper, Timber and Forrest Products, Coal Mining and Maritime industries. Mary has also achieved pay equity test cases and professional rates for industry sectors dominated by women such as nursing and education. Mary has held several state and federal statutory positions and appointments and has been responsible for the establishment of organisations specialising in training, advocacy and social justice. 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 and remains actively involved in a range of community and social justice organisations.

Mary is Chair of Museums Victoria's People, Culture and Industrial Relations Committee and a member of the Museums Victoria Foundation Committee.

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 Museums Victoria's 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: 5

Committee member	No. of meetings attended
Mr Tim Goodwin (Chair)	4
Ms Mary Stuart	5
Prof Henry Atkinson	5
Dr Carolyn Briggs	5
Mr Leonard Clarke	3
Ms Diane Kerr	0
Dr Lois Peeler	2
Ms Katherine Mullett	4
Mr Russell Mullett	4

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 ²⁰ (Chair)	6
Ms Linda Bardo Nicholls AO	5
Dr Bronte Adams AM	4
Mr Colin Golvan AM QC ²¹	3 (of 5)
Mr Matthew Hunt ²²	6

Development Committee

The Development Committee was responsible for driving the planning and implementation of the Museum's fundraising, philanthropy and partnership pipeline activities, to grow Museums Victoria's sustainable funding base. The Development Committee ceased operation at the end of the 2021 calendar year, with its responsibilities to be absorbed into the Museum Foundation Committee.

Number of meetings during the financial year: 1

Committee member	No. of meetings attended
Mr Andrew Butcher (Committee Chair)	1
Dr Alison Inglis AM	1
Ms Jan McCahey	1
Ms Mary Stuart	1
Mr Peter Tullin	1
Mr Jim Cousins AO	0

²⁰ Non-voting external member for two meetings. Board member for four meetings.

²¹ Non-voting external member

²² 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: 2

Committee member	No. of meetings attended
Mr Leon Kempler AM (Chair)	2
Dr Bronte Adams AM	2
Mr Dale McKee ²³	1
Ms Linda Bardo Nicholls AO	2

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.

Number of meetings during the financial year: 4

Committee member	No. of meetings attended
Ms Mary Stuart (Chair)	4
Mr Andrew Butcher	4

²³ Attended one meeting as a Board member observer and was appointed as a member from 28 June 2022.

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
Dr. Alison Inglis AM (Chair until 31 December 2021)	2 (of 2)
Mr Tim Goodwin (Acting Chair from 1 January 2022) ²⁴	3
Prof. Doug Hilton AO	3
Dr Mark Norman PSM	3
Prof. Lynette Russell AM	4
Prof. Alistair Thomson	4

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. The inaugural Museums Victoria Foundation Committee Meeting will be held on the 10 August 2022.

Museums Victoria Foundation Committee members

- Mr Leon Kempler AM (Chair)
- Ms Mary Stuart
- Mr Peter Tullin
- Mr Andrew Butcher (external)
- Ms Jan McCahey (external)

²⁴ Two meetings as Acting Chair

Security and Risk

Museums Victoria Risk Management Framework

As a Victorian statutory authority subject to the *Financial Management Act 1994*, Museums Victoria is required to ensure that it manages risk in accordance with the Victorian Government Risk Management Framework. Museums Victoria's Risk Management Framework outlines our approach to risk management and includes 13 strategic risks. Each strategic risk has a nominated 'risk owner' who has lead responsibility for assessing and managing that risk, supported where appropriate by the executive team and relevant operational risk managers.

All Museums Victoria staff have a role to play in achieving the objectives of the organisation. As such, all staff have a responsibility to manage risk as it relates to their work.

The Legal and Risk team supports departments across Museums Victoria to manage strategic and operational risks through the provision of advice and support where needed, as well as tools that can assist in risk identification, assessment and reporting. Legal and Risk reviews the Risk Management Policy, Risk Management Framework and other supporting documents annually.

Cyber security

Museums Victoria is committed to providing staff, volunteers and the public with continuous access to ICT Resources and Data and Information Assets by applying Cyber Security controls appropriate to the sensitivity of the data and information assets. Museums Victoria Cyber Security Policy is supported by strategies and seeks to minimise the impact of Cyber Security incidents.

Resilience Framework

Museums Victoria's Resilience Framework provides a holistic management process that has been developed following the identification of 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. The framework is designed to be fully owned by and integrated into the organisation as an embedded management function. It has identified the potential impacts of a variety of relevant sudden disruptions 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 personnel from harm and will ensure that our continuing business commitments and legislative obligations are met.

The framework links Security Risk Management with the Business Continuity Response Plan and the Emergency and Crisis Management Plan to ensure that Museums Victoria can prepare for, prevent, respond to and recover from adverse incidents that may affect services, personnel, visitors, assets or the organisation generally.

Business Continuity Group

A Business Continuity Group met regularly throughout 2021–22 to address issues impacting on the organisation associated with COVID-19. The group enabled smooth processes for staff and contractors to lock down and re-open our facilities and services, in line with Victorian government directions. Following re-opening, the group continued to survey and respond to COVID-19 related issues as they emerged.

Our Workplace

Organisation functions

Corporate Services

Led by the Chief Operating Officer and Chief Financial Officer, the division supports the continued success of Museums Victoria by developing an agile, responsive and accountable organisation. The division's key areas of activity are finance; financial planning and analysis; legal and risk; security and emergency management; strategic facilities management; strategic information and compliance; and technology strategy and delivery.

Development and Commercial Operations

Led by the Director, Development and Commercial Operations, the department 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 parking services and IMAX Melbourne.

Exhibitions and Audience Experiences

The Director, Exhibitions and Audience Experiences is responsible for leading Museums Victoria's engagement with communities and individuals onsite, online and offsite. The division's 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.

Governance and Communications

Led by the Chief Governance and Communications Officer the team has responsibility for governance, strategy, planning and reporting, marketing and communications. The marketing and communications function encompasses corporate communications, brand and marketing and public relations delivering reputation management and publicity, product development, marketing core product and special exhibitions and driving brand and positioning.

People and Engagement

Led by the Chief People and Engagement Officer, this department 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 by ensuring Museums Victoria complies with all relevant Occupational Health and Safety (OHS) legislation, compliance codes, codes of practice, and relevant standards. Oversight of the Museum General Management and Visitor Engagement roles at our three Museum sites, and customer service operations at Melbourne Museum and Scienceworks comes under the responsibilities of People and Engagement.

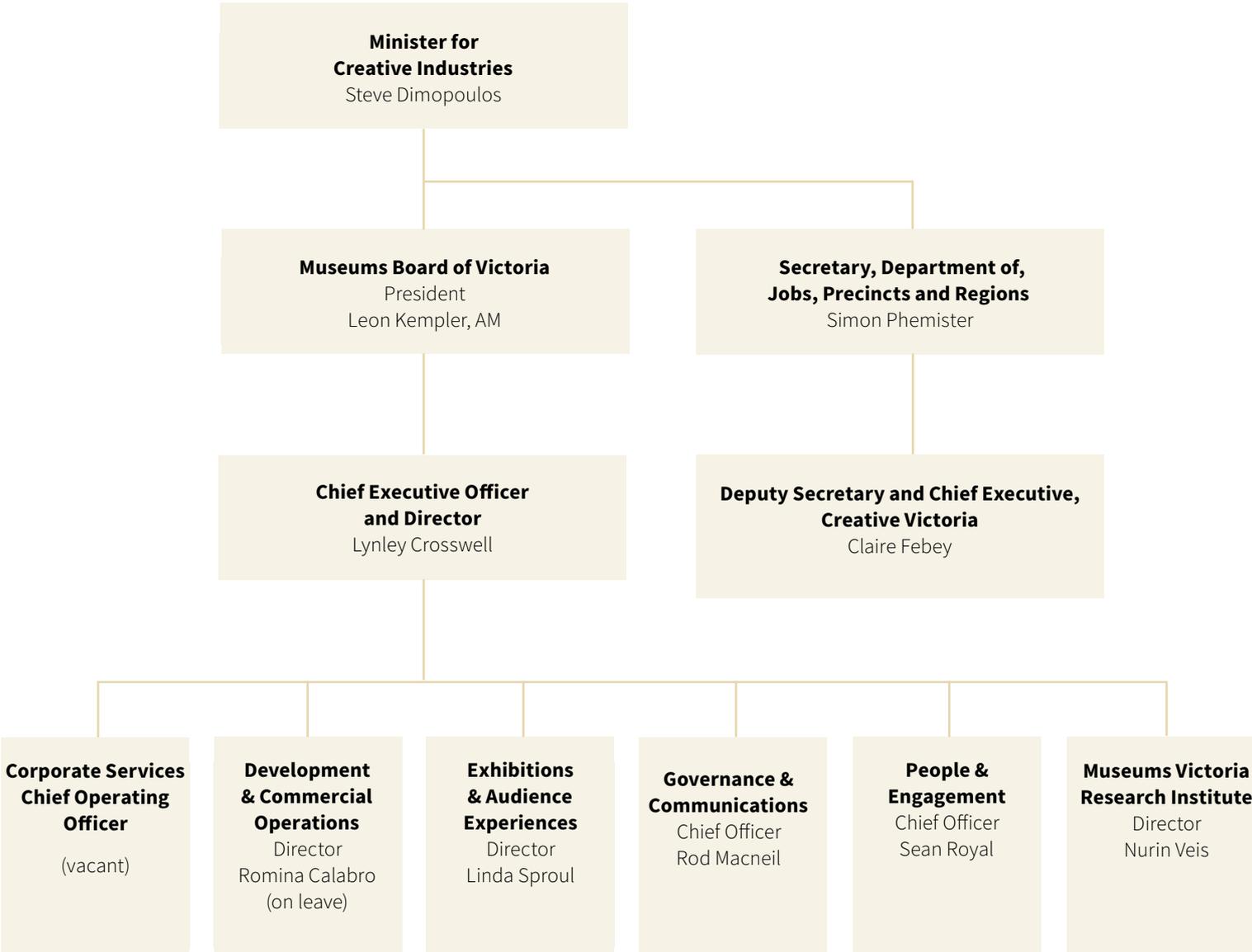
Museums Victoria Research Institute (formerly Research and Collections):

The Museums Victoria Research Institute is led by the Director, Research Institute and amplifies our strengths as Australasia's leading museum organisation to address some of the biggest and most complex challenges of our era. By combining research, collecting and curatorial expertise from all Research and Collections departments, research will be conducted in four new, multidisciplinary centres of knowledge:

- Centre for First Peoples knowledge
- Centre for healing country and wellbeing
- Centre for discovery and innovation
- Centre for collection care and preservation

Organisation structure

As at 30 June 2022



Staff profile

Museums Victoria commenced 2021–22 with 474 full-time equivalent employees (FTE) and ended the period with 514.

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 2022	411	290	121	365	253	148	664	514
June 2021	416	284	132	363	200	111	616	474

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

	2021-22				2020-21			
	Ongoing		Fixed-term & Casual		Ongoing		Fixed-term & Casual	
	Employees (Headcount)	FTE						
Gender								
Female	249	213	141	82	253	213	107	58
Male	162	153	110	65	163	150	93	53
Self-described	0	0	2	2	0	0	0	0
Total	411	365	253	148	416	363	200	111
Age								
Under 25	7	6	50	19	5	4	22	11
25-34	70	61	96	53	80	67	89	41
35-44	115	100	49	34	118	103	42	26
45-54	109	98	42	30	104	91	31	21
55-64	83	77	12	10	80	74	15	10
Over 64	27	23	4	2	29	24	1	1
Total	411	365	253	148	416	363	200	111
Classification								
VPS 1	0	0	0	0	0	0	0	0
VPS 2	122	96	175	77	135	102	140	57
VPS 3	97	88	35	30	105	96	23	20
VPS 4	90	83	24	22	82	75	23	20
VPS 5	73	70	13	13	65	63	7	7
VPS 6	26	26	3	3	27	27	3	2
STS 7	3	3	0	0	2	2	0	0
Executive Officers	0	0	3	3	0	0	4	4
Total	411	365	253	148	416	363	200	111

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

Executive officers by gender

Classification	All No.	Male No.	Female No.	Self-described No.
Executive Officer 1	2	0	2	0
Executive Officer 2	0	0	0	0
Executive Officer 3	1	0	1	0
Total	3	0	3	0

Reconciliation of executive movements throughout the year

Classification	2022	2021
Executives	3	4
Accountable Officer (CEO)	1	1
Less Separations	1	0
Total executive numbers at 30 June	3	4

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

The following table discloses the annualised total salary for senior employees at 30 June 2022, categorised by classification. The salary amount is reported as the full-time annualised salary.

Income band (salary)	Executives	Senior Technical Specialist
>\$160,000		
\$160,000 - \$179,999	2	
\$180,000 - \$199,999		1
\$200,000 - \$219,999		1
\$220,000 - \$239,999		1
\$240,000 - \$259,999		
\$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	3	3

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

Staff development

Museums Victoria's learning and development framework continued to enhance the capabilities of our people, focusing on their wellbeing while providing the foundations to better support a more connected workforce. We successfully pivoted to hybrid learning while still offering a diversified learning and development program, including e-learning channels.

Throughout 2021–22, Museums Victoria offered 97 individual corporate learning and development programs and our First Peoples Cultural Competency Program continued to be a cornerstone for the education and development of staff knowledge, systems and procedures relating to working with and representing the history and culture 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 mental health and general wellbeing, designed to build resilience, navigate the return to working onsite and provide support for managing stress during uncertain times.

Our annual compliance training modules support our staff in being knowledgeable on the fundamental requirements and expected behaviours, reflective of the Museums Victoria values. In partnership with the Victorian Equal Opportunity and Human Rights Commission, our staff participated in a program designed to enhance their understanding and knowledge of sexism and sexual harassment in the workplace.

Museums Victoria continued to provide opportunities for staff, where appropriate, to attend both local and online international seminars and conferences, undertake temporary assignments, and participate in mentoring programs and cross-divisional projects.

Our Workplace Culture

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.

The Museums Victoria Staff Enterprise Agreement 2020 was approved by the Fair Work Commission on Tuesday 19 October 2021 and subsequently implemented on 26 October 2021. The Agreement aims to clarify conditions, salaries, improve operational efficiency and strengthen working relationships with staff and their representatives. The nominal expiry date of the Agreement is 20 March 2024.

Diversity and Inclusion Networks

Museums Victoria's Diversity and Inclusion Employee Networks enable peer support for employees and provide an avenue for employees from diverse backgrounds and their peers to share their insights, raise awareness and make a positive difference across Museums Victoria. The current Diversity and Inclusion Employee Networks are focused on Accessibility, Carers and Parents, Cultural Diversity, LGBTQIA+ and Women at the Museum. Each group meets regularly, providing an opportunity to promote awareness, cultural competency, and to identify and celebrate diversity via focused initiatives. The Networks' activities to date have resulted in the implementation of changed amenities, inclusive signage, greater accessibility infrastructure, and greater understanding within Museums Victoria.

First Peoples Recruitment and Retention

The Museums Victoria First Peoples Employment Strategy was approved in April 2022. Phase one of this strategy has commenced, including a partnership with the Indigenous Employment Partners group to further our recruitment reach in First Peoples communities. Initial discussions between Museums Victoria and several First Peoples community organisations and training/ recruitment companies have also taken place. Three First Peoples Visitor Engagement Officer positions are currently in development.

In 2022–23 traineeships will commence funded by the proceeds of the commercial offering of Museums Victoria First Peoples Cultural Competency program. These traineeships aim to create opportunities for First Peoples community members, developed in partnership with First Peoples community organisations, geared towards employment with Museums Victoria. Museums Victoria will also undergo an audit of departmental employment priorities to determine how those priorities can be aligned with the First Peoples Employment Strategy.

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 to develop and submit a Gender Equity Action Plan every four years to the Public Sector Gender Equality Commissioner.

Museums Victoria has developed a Gender Equality Action Plan 2021–2025 (GEAP) that embodies our vision to foster an inclusive and respectful workplace that embraces the gender equality principles and supports all staff to contribute and reach their full potential. The Plan includes a detailed Actions Table that outlines actions to support Museums Victoria's legislative obligations under the *Gender Equality Act 2020*. The key areas of focus for the Museums Victoria GEAP are leading diversity, recruitment, recognition and career development, and data and systems.

Public sector employment principles

During 2021–22 Museums Victoria complied 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 are readily accessible through the Museums Victoria intranet. Staff are also required to complete regular additional online e-learning modules linked with key policies and procedures, including equal opportunity and harassment, anti-discrimination and workplace bullying.

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.

Occupational Health and Safety

Museums Victoria strives to provide a working environment that is central to the promotion of health, safety and wellbeing. A robust system of employee representation – including the Occupational Health and Safety Committee (OHSC) – enables a collaborative approach to the development of safety solutions and is a key component to the interaction between various Departments and the Health, Safety & Wellbeing Team.

The ongoing development of Museum Victoria’s Occupational Health and Safety Management System is complemented by a continued, strong workers’ compensation performance.

As at the end of the 2021–22 financial year, Museums Victoria’s outperformed industry peers in relation to claims performance, achieving an Employer Performance Rating (EPR) has been calculated at of 0.519689 representing a result that is 48% better than that of industry peers. WorkSafe Victoria calculates the EPR as an indicator for 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 58.

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.

During the museum closures throughout 2021–22, the Autism Friendly Museum Project and its dedicated website saw more than 5,000 virtual visitors across all our museums, and more than 3,600 online visitors accessing the social stories. New social stories for the Autism Friendly Museum Project were developed in 2021–22 to help audiences with the new changes to visiting each of the museums, including sharing safety guidelines in the COVID-19 context.

Museums Victoria offers several access and assistive services for different programs. This includes Auslan Interpreted sessions for specific events across the year, including the new 2022 Design Week Hub at Scienceworks *Design Beyond Earth*, and the *Future Forums* monthly program series where online and onsite translation is provided.

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.

Museums Victoria's Outreach team runs monthly free Auslan tours at Melbourne Museum and extra tours are available in the school holidays. The tour is tailored for Deaf-identifying adults and their families. Auslan tours are led by tour guides who are Deaf.

Museums Victoria is transitioning to an Accessibility and Inclusion Action Plan which will replace its existing Disability Action Plan.

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 2022, 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 2021–22 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) – figures exclude GST.

Melbourne Museum

- Bathroom upgrades
- Cloaking area upgrade
- Glass balustrade upgrade
- Energy Performance Contract – Stage 3
- *Triceratops: Fate of the Dinosaurs* exhibition
- Gandel Gondwana Garden
- *Tyama: A deeper sense of knowing* exhibition

Scienceworks

- Scienceworks For the Future business case development

Royal Exhibition Building

- Plaster stabilisation works
- Exhibition Reserve master planning
- Fire Hydrant Upgrade
- Royal Exhibition Building Ceiling / Arch Refurbishment Works (Eastern End Door 3)

Building permits, occupancy permits and certificates of final inspection

During 2021–22 the following were issued in relation to buildings owned by Museums Victoria:

Building permits	14
Occupancy permits	0
Certificates of final inspection	13
Emergency orders	0
Building orders	0
Buildings brought into conformity with the building standards	0

Carers Recognition Act 2012

Museums Victoria recognises its responsibilities under the *Carers Recognition Act 2012*. The following activities promote and implement the principles of the Act for our staff and for people in care relationships:

- the Carer Card Program gives concession entry to our museums and IMAX.
- the Companion Card Program gives free entry to cardholders when accompanying their care recipient.
- flexible work arrangements that support staff who are carers through the Accessibility Policy and Museums Victoria actively works to reduce accessibility barriers to its venues, experiences and services.

Competitive neutrality policy

Museums Victoria continues to comply with the requirements of the National Competition 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 2021–22, eight consultancies attracted total fees payable of \$10,000 or greater. The total expenditure incurred during the year in relation to these consultancies is \$317,115 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 2020–21 (excl. GST)	Future expenditure (excl. GST)
Northmore Gordon Pty Ltd	Sustainability	\$51,535	\$46,050	\$5,485
Versa Agency Pty Ltd	Digital strategy	\$99,000	\$90,000	\$9,000
Veris Australia Pty Ltd	Surveyor services	\$44,880	\$44,000	\$800
Michael Taylor Architecture and Heritage Pty Ltd	Scienceworks Pumping Station Conservation Management strategy	\$32,461	\$28,010	\$4,451
WSP Australia Pty Ltd	Advice on server upgrade options	\$11,770	\$6,400	\$5,370
Dandolo Partners Pty Ltd	Resourcing model for Digital Life strategy	\$24,920	\$22,655	\$2,265
Ethos Urban Pty Ltd	Social and economic value analysis	\$101,939	\$80,000	\$21,939
Future Food Pty Ltd	Food and hospitality tender strategy	\$24,500	\$0	\$24,500

Disclosure of major contracts

In 2021–22, there was no major contract that was \$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 121,000 item and image records available.
- *Atlas of Living Australia* – through which we share science specimen data, with approximately 1 million specimen records of which 13,250 have one or more images. More than 23 million individual specimen records have been downloaded between July 2021 and June 2022.
- *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 38 Australian organisations (museums, herbaria, state libraries, government agencies, royal societies, and field naturalist clubs). As of 30 June 2022, we have made 461,625 pages of Australia’s biodiversity literature freely accessible online.

Freedom of information

The *Freedom of Information Act 1982* 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

Access to documents can also 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

FOI statistics/timeliness

During 2021–22, Museums Victoria received no Freedom of Information applications.

Further information

Further information regarding the operation and scope of FOI can be obtained from the Act; regulations made under the Act; and <https://ovic.vic.gov.au/freedom-of-information/for-the-public/>

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	Campaign summary	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
Treasures of the Natural World Jun 2021–Jan 2022	To drive visitation to Melbourne Museum's temporary exhibition <i>Treasures of the Natural World</i>	355,231	72,000	7,500	–	112,420	547,151
Triceratops: Fate of the Dinosaurs Hype campaign: Dec 2021–Jan 2022 Mass awareness campaign: Jan 2022–Jun 2022	To drive visitation to Melbourne Museum's permanent exhibition <i>Triceratops: Fate of the Dinosaurs</i>	466,591	203,227	–	45,005	30,700	745,523

Notes:

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

Research and evaluation was undertaken with existing internal resources.

Treasures of the Natural World Campaign crossed financial years; the figures above represent 2021–22 expenditure.

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
2021–22	1,551,880	224	0.0144
2020–21	602,423	175	0.0290
2019–20	1,379,323	450	0.0326

Staff

	Staff FTE	Incidents	Incidents per 100 staff members	Lost time standard claims	Lost time standard claims per 100 staff members	Average cost per claim
2021–22	514	95	18.48	3	0.583	\$468,049
2020–21	474	64	13.50	2	0.421	\$59,368
2019–20	463	159	34.34	4	0.863	\$5,489

Notes:

Average cost per claim includes payments to 30 June 2022 as well as an estimate on future claims costs.

The 2021–22 increase in average claims costs figure results from a single COVID-19 related mental injury claim.

Information and communication technology expenditure

For the 2021–22 reporting period, Museums Victoria had a total ICT expenditure of \$ 5,858,076 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
<i>Total</i>	<i>Total A+B</i>	<i>A</i>	<i>B</i>
5,647	211	–	211

Local Jobs First – Victorian Industry Participation Policy (VIPP)

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 2021–22, Museums Victoria did not commence or complete any Local Jobs First Standard projects.

Museums Board of Victoria Financial Management Compliance Attestation Statement

I, Leon Kempler, 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.



Leon Kempler AM

President

Museums Board of Victoria

30 August 2022

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.

As required by s.58(5) of the Act, procedures for protecting people who make protected disclosures from detrimental action by Museums Victoria or its staff are available on the museum website: museumsvictoria.com.au.

Social Procurement Framework

The Victorian Government has introduced a Social Procurement Framework across all departments and agencies.

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

- Employing people from disadvantaged backgrounds by setting targets for employment and training for disadvantaged Victorians (employment of people with a disability; long-term unemployed; disengaged youth; single parents; migrants and refugees; and workers in transition).
- 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 (ADE) and increased employment of Victorians with a disability.
- Supporting safe and fair workplaces through procurement from ethically accredited uniform and personal protective equipment (PPE) suppliers.
- Environmentally sustainable outputs through project-specific requirements to use sustainable resources and 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.

The continued impact of COVID-19 and resultant museums closures in 2021–22 have significantly affected Museums Victoria's social procurement agenda. There has been a shift from expenditure on retail and general operating during lockdowns, which typically includes a large percentage of small businesses, to infrastructure upgrades that use larger companies.

During 2021–22 the following progress was made on social procurement within Museums Victoria:

- Social procurement principles were included in the revised Museums Victoria 2022–2024 Procurement Policy and Standard Operating Procedures.
- Increase in 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.
- Museums Victoria is developing its net-zero carbon strategy with a target date of net zero emissions by 2030.
- Introduction of a mandatory requirement for inclusion of relevant social procurement selection criteria and weighting. Social Procurement selection criteria have been included in all relevant Requests for Tender documentation, and an increase of inclusion in Requests for Quotation. From 1 July 2022, Museums Victoria will adopt a new Invitation to Supply template for all market approaches. This document includes a requirement for social procurement selection criteria.
- Museums Victoria has committed to further carbon emissions reductions with a further successful application for funding under the Victorian Government's Greener Government Buildings Program to undertake additional energy efficiency initiatives through our Energy Performance Contract – including a major upgrade of the Melbourne Museum chiller plant. This project will replace three chillers and include other plant upgrades to reduce carbon emissions.

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 2022 and financial position of the Museums Board of Victoria as at 30 June 2022.

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

We authorise the attached financial statements for issue on 30 August 2022.



.....
Mr Dale McKee

Treasurer, Museums Board of Victoria



.....
Ms Lynley Crosswell

Chief Executive Officer and Director



.....
Mr Chiang Yip

Acting Chief Financial Officer

30 August 2022

.....
Dated

Financial statements table of contents for the financial year ended 30 June 2022

Museums Board of Victoria (Museums Victoria) has presented its audited general-purpose financial statements for the financial year ended 30 June 2022 in the following structure to provide users with the information about Museums Victoria's stewardship of resources entrusted to it.

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Financial statements

Comprehensive operating statement for the financial year ended 30 June 2022

	Notes	2022 \$'000	2021 \$'000
Continuing Operations			
Income from transactions			
Grants	2.2	59,123	105,219
Self-Generated Income	2.3	28,783	13,585
Other Income	2.4	4,506	4,447
Total income from transactions		92,412	123,251
Expenses from transactions			
Employee benefit expenses	3.2	(55,945)	(49,655)
Capital asset charge	3.3	-	(38,822)
Operating expenses	3.4	(42,462)	(26,788)
Depreciation	4.2	(19,421)	(33,725)
Total expenses from transactions		(117,828)	(148,990)
Net deficit from transactions		(25,416)	(25,739)
Other economic flows included in net result			
Net gain/(loss) arising from revaluation of long service leave liability ⁱ		1,951	505
Net gain/(loss) on financial instrument		-	262
Total other economic flows included in net result		1,951	767
Net result		(23,465)	(24,972)
Other economic flows – other comprehensive income/expenditure			
Items that will not be reclassified to Net result			
Changes in Physical Asset Revaluation Surplus		-	210,626
Changes in Fair Value of Foreign Currency Hedging Contracts	8.1.2	148	(95)
Comprehensive result		(23,317)	185,559

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 2022

	Notes	2022 \$'000	2021 \$'000
Financial Assets			
Cash and deposits	6.1	28,366	21,235
Receivables	5.1	3,397	1,385
Total Financial Assets		31,763	22,620
Non-Financial Assets			
Property, plant, equipment, exhibitions and collections	4.1	1,993,820	2,001,292
Other non-financial assets	5.4	2,871	5,785
Total Non-Financial Assets		1,996,691	2,007,077
Total Assets		2,028,454	2,029,697
Liabilities			
Payables	5.2	11,188	6,866
Advance from Victorian Government	5.3	5,544	7,113
Leases	6.2.3	864	1,252
Employee related provisions	3.2.2	14,770	15,004
Total Liabilities		32,366	30,235
Net Assets		1,996,088	1,999,462
Equity			
Accumulated deficit	8.1.1	(312,155)	(292,731)
Reserves	8.1.2	1,677,930	1,681,823
Contributed capital	8.1.3	630,313	610,370
Net Worth		1,996,088	1,999,462

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

Cash flow statement for the financial year ended 30 June 2022

	Notes	2022 \$'000	2021 \$'000
Cash Flows from Operating Activities			
Receipts			
Receipts from government		59,826	105,469
Receipts from other entities		35,513	18,676
Interest received		90	68
Goods and Services Tax Recovered from the ATO		1,821	1,157
Total Receipts		97,250	125,370
Payments			
Payments to suppliers and employees		(93,267)	(78,303)
Capital asset charge payments		-	(38,822)
Total Payments		(93,267)	(117,125)
Net Cash Flows Provided by Operating Activities	6.1.1	3,983	8,245
Cash Flows from Investing Activities			
Purchases of non-financial assets		(12,347)	(1,444)
Net Cash Flows Used in Investing Activities		(12,347)	(1,444)
Cash Flows from Financing Activities			
Finance costs		(178)	(223)
Proceeds of advance from Victorian Government and lease liabilities		-	1,500
Repayments of advance from Victorian Government and lease liabilities		(2,020)	(3,710)
Capital Contribution Received		17,693	4,500
Net Cash Flows Used in Financing Activities		15,495	2,067
Net Increase/(Decrease) in Cash Held		7,131	8,868
Cash and Deposits at the Beginning of the Financial Year		21,235	12,367
Cash and Deposits for the Period Ending 30 June 2022	6.1	28,366	21,235

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 2022

	Notes	8.1.1	8.1.2	8.1.2	8.1.2	8.1.2	8.1.2	8.1.2	8.1.2	8.1.3	Total
		Accumulated Deficit	Board Reserves	Trust Funds Reserves	Special Purpose Reserves	Physical Asset Revaluation Surplus Reserve	Foreign Currency Hedging Reserve	Contributions by Owner	\$'000		
Balance at 1 July 2020		(260,130)	4,687	2,434	3,539	1,452,601	(53)	605,870	1,808,948		
Change in accounting policy		455	-	-	-	-	-	-	455		
Balance at 1 July 2020 (restated)		(259,675)	4,687	2,434	3,539	1,452,601	(53)	605,870	1,809,403		
Net result for the year		(24,972)	-	-	-	-	-	-	(24,972)		
Other Comprehensive income for the year		-	-	-	-	210,626	(95)	-	210,531		
Transfer (to)/from Accumulated Deficit		(8,084)	2,894	993	4,197	-	-	-	-		
Transfer (to)/from Reserves		-	381	(464)	83	-	-	-	-		
Capital contributions		-	-	-	-	-	-	4,500	4,500		
Balance at 30 June 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		

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, Precincts and Regions.

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.

COVID-19 Impact on Going Concern

The COVID-19 pandemic continues to impact the arts and cultural heritage sectors substantially. The global health crisis and its uncertainty profoundly affected organisations' operations and individuals — both employed and independent — across the sector. Arts and culture sector organisations attempted to uphold their (often publicly funded) mission to provide access to cultural heritage to the community; maintain the safety of their employees, collections, and the public; while reacting to the unexpected change in their business model with an unknown end. Museums Victoria has made intensive efforts to provide alternative or additional services through digital platforms, maintain essential activities with minimal resources, document the events through new acquisitions, and simultaneously create many new creative works inspired by the event.

Museums Victoria has resumed commercial operations. However, revenue recovery is ongoing. Where required, the Department of Jobs Precincts and Regions (DJPR) will continue working with Museums Victoria and the Department of Treasury and Finance (DTF) to consider and assess any additional funding requirements per the former Crisis Council of Cabinet principles. DJPR and DTF will also work with Museums Victoria to identify a pathway to return to sustainable operations.

There is much uncertainty about the public's confidence to return to public gathering places. The organisation's museums were closed for 97 days due to lockdowns in the 2021–22 financial year. In these highly uncertain times, Museums Victoria's self-generated income has been, and will continue to be, materially impacted in the medium term.

To provide comfort that funding will be available when needed, the Minister for Creative Industries has provided a Letter of Support to the Museums Board of Victoria to give it confidence that it can prepare its Annual Financial Report for 2021-22 on a going concern basis to meet the requirements of Australian accounting standard AASB 101 *Presentation of Financial Statements*. In addition to this letter, Museums Victoria has received other indications from the government that funding support will continue for as long as the impacts of the COVID-19 crisis are felt, extending into the 2022-23 and 2023-24 financial years, if necessary. Additional support will only be provided subject to Museums Victoria adhering to the following:

- all necessary steps have been taken to maximise the efficiency of its operations.
- all discretionary expenditure growth is capped while maintaining core activities, programs and services.
- revenue is maximised through adopting key operational strategies over the short-medium term.
- an outline of key events/exhibitions/programming is provided over the forecasting period (12-18 months), including their contribution to revenue and expenditure, through the monthly cashflow submissions and other reporting; to support any future funding requests to DJPR and DTF.
- the consistent application of the COVID-19 guidance notes and any subsequent policies determined by the Victorian Government.

From Museums Victoria's close interactions with the government, we believe we will be able to continue to comply with these conditions. Central to this belief is that Museums Victoria has already demonstrated its ability to comply with these conditions, resulting in it receiving \$2.2m of business interruption funding in the 2021-22 financial year.

On this basis, the Museums Board of Victoria and management believe funding shortfalls will continue to be addressed by business interruption funding from the government to ensure that Museums Victoria can continue to pay its debts as and when they fall due and that it is appropriate to prepare these financial statements on a going concern basis.

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 AASs 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	2022 \$'000	2021 \$'000
Grants	2.2	59,123	105,219
Self-Generated income	2.3	28,783	13,585
Other income	2.4	4,506	4,447
Total income from transactions		92,412	123,251

Revenue and income that fund 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	2022 \$'000	2021 \$'000
Victorian government grants	2.2.1	57,661	104,196
Commonwealth government grants		131	540
Other grants		1,331	483
Total grants		59,123	105,219

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 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.

	2022 \$'000	2021 \$'000
Recurrent grant		
Applied to operations	54,853	61,438
Capital Asset Charge ⁱ	-	38,822
Total recurrent grant	54,853	100,260
Capital Funding	-	456
Other Grants from Victorian Government Entities	2,808	3,480
Total Victorian Government Grants	57,661	104,196

i. The Capital Asset Charge (CAC) policy is discontinued from the 2021-22 Budget.

2.3 Self-Generated income

	2022 \$'000	2021 \$'000
Fees and Charges	17,581	7,786
Sales of Goods and Services	6,887	2,916
Rent Revenue	1,629	670
Sponsorship	498	392
Memberships	1,299	1,083
Income TAC - Road to Safety Education Complex (Operational)	889	738
Total self-generated income	28,783	13,585

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

	2022 \$'000	2021 \$'000
Donations income	1,223	2,906
Interest from Financial Assets	94	57
Royalties Received	8	14
Miscellaneous Income	3,181	1,470
Total other income	4,506	4,447

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 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 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 Capital asset charge
- 3.4 Operating expenses

3.1 Expenses incurred in delivery of services

	Notes	2022 \$'000	2021 \$'000
Employee benefit expenses	3.2	55,945	49,655
Capital asset charge	3.3	-	38,822
Operating expenses	3.4	42,462	26,788
Total expenses from transactions		98,407	115,265

3.2 Employee benefit expenses

3.2.1 Employee benefits in the comprehensive operating statement

	2022	2021
	\$'000	\$'000
Salaries and wages, annual leave and long service leave	51,447	45,702
Defined contribution superannuation expense	4,192	3,624
Defined benefit superannuation expense	306	329
Total employee expenses	55,945	49,655

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.

	2022	2021
	\$'000	\$'000
Current provisions:		
Annual leave		
Unconditional and expected to be settled within 12 months	1,983	1,910
Unconditional and expected to be settled after 12 months	2,092	1,974
Long service leave		
Unconditional and expected to be settled within 12 months	525	565
Unconditional and expected to be settled after 12 months	6,954	7,528
Provisions for on-costs		
Unconditional and expected to be settled within 12 months	783	705
Unconditional and expected to be settled after 12 months	1,144	1,167
Total current provisions for employee benefits	13,481	13,849
Non-current provisions:		
Employee benefits	1,107	1,000
On-costs	182	155
Total non-current provisions for employee benefits	1,289	1,155
Total provisions for employee benefits	14,770	15,004

Reconciliation of movement in on-cost provision

	2022 \$'000	2021 \$'000
Opening balance	2,027	2,042
Additional provisions recognised	358	53
Unwind of discount and effect of changes in the discount rate	(276)	(68)
Closing balance	2,109	2,027
Current	1,927	1,872
Non-current	182	155
Total on-cost	2,109	2,027

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 Statement of Comprehensive Income 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 2022 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	
	2022 \$'000	2021 \$'000	2022 \$'000	2021 \$'000
State Superannuation Fund (VicSuper Scheme)	2,517	2,219	-	-
State Superannuation Fund (Revised Scheme & New)	306	329	-	-
Other funds	1,675	1,405	-	-
Total	4,498	3,953	-	-

3.3 Capital asset charge

A capital asset charge (CAC) was a charge levied on the budgeted written-down value of controlled non-current physical assets in Museums Victoria's balance sheet. In previous years, CAC had been used to demonstrate the opportunity cost of utilising government assets.

The government discontinued the CAC 2021–22, and accordingly no charge was levied on Museums Victoria this year. This does not have an impact on the financial performance of Museums Victoria as it was funded for their CAC expense, and then immediately paid the same amount back into the Consolidated Fund. Rather, it creates more meaningful financial information and generates administrative efficiency.

3.4 Operating expenses

	2022 \$'000	2021 \$'000
Cost of Goods Sold	1,442	852
Finance Costs	178	223
Facilities Expenses	16,733	13,584
Consumables and Corporate Expenses	10,335	6,998
Contractors and Exhibitions	10,927	3,633
Marketing and Promotion	2,783	1,458
Collections Management	64	40
Total operating expenses	42,462	26,788

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 that the assets are valued in as at 30 June 2022 is being impacted by the uncertainty that the COVID-19 outbreak has caused. The valuer has advised that the current market environment, impacted by COVID-19, creates significant valuation uncertainty. The value assessed at the valuation date may therefore change over a relatively short time period.

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	
	2022 \$'000	2021 \$'000	2022 \$'000	2021 \$'000	2022 \$'000	2021 \$'000
Land at fair value	518,650	518,650	-	-	518,650	518,650
Buildings at fair value	555,906	555,906	(15,675)	-	540,231	555,906
Plant, equipment and vehicles at fair value	34,590	34,810	(29,041)	(28,177)	5,549	6,633
Exhibitions at fair value	87,919	83,890	(81,389)	(78,907)	6,530	4,983
Work in progress at cost	25,924	21,332	-	-	25,924	21,332
Collections at fair value ⁱ	897,050	893,788	(114)	-	896,936	893,788
Net carrying amount	2,120,039	2,108,376	(126,219)	(107,084)	1,993,820	2,001,292

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
	2022 \$'000	2022 \$'000	2022 \$'000	2021 \$'000	2021 \$'000	2021 \$'000
Plant, equipment and vehicles	2,241	1,394	847	2,454	1,228	1,226
Net carrying amount	2,241	1,394	847	2,454	1,228	1,226

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

Plant, equipment and vehicles at fair value	
\$'000	
Opening balance – 1 July 2020	1,629
Additions	153
Depreciation	(556)
Closing balance – 30 June 2021	1,226

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 103I *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
2022	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
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
2021							
Opening balance	517,242	552,573	6,389	5,801	24,002	717,716	1,823,723
Additions	-	-	358	-	1,240	-	1,598
Asset revaluation	1,408	32,985	-	-	-	176,233	210,626
Transfers	-	-	1,196	1,784	(3,910)	-	(930)
Depreciation	-	(29,652)	(1,310)	(2,602)	-	(161)	(33,725)
Closing balance	518,650	555,906	6,633	4,983	21,332	893,788	2,001,292

4.2 Depreciation

	2022 \$'000	2021 \$'000
Buildings	15,675	29,652
Plant, Equipment & Motor Vehicles	1,151	1,310
Exhibitions	2,481	2,602
Collections-Library (non-Rare)	114	161
Total depreciation	19,421	33,725

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 library rare and high value 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 & Motor Vehicles	1 to 20
Exhibitions	1 to 5
Collections-Library (non-Rare)	50

The change in Buildings' useful lives in 2021-22 has impacted to the annual depreciation charge. Please refer to Note 8.8.

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 the 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 library rare and high-value 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
- 5.4 Other non-financial assets

5.1 Receivables

	2022 \$'000	2021 \$'000
Contractual		
Debtors	3,027	1,058
Allowance for impairment losses of contractual receivables	(25)	(21)
Interest receivable	4	-
Statutory		
GST input tax credit recoverable	391	348
Total receivables	3,397	1,385
<i>Represented by:</i>		
Current receivables	3,397	1,385

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

	2022	2021
	\$'000	\$'000
Contractual		
Trade Creditors	608	364
Other Payables	7,582	3,195
Unearned Income	2,240	1,962
Accrued Salaries	386	729
Statutory		
Payroll Tax	372	303
Car Park Levy	-	313
Total payables	11,188	6,866
<i>Represented by:</i>		
Current payables	11,188	6,866

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 to 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
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	-	-	-
2021						
Trade Creditors	364	364	148	8	14	-
Other Payables	3,047	3,047	-	-	-	-
Unearned Income	1,962	1,962				
Accrued Salaries	729	729				
Total	6,102	6,102	148	8	14	-

5.3 Advance from Victorian Government

	2022 \$'000	2021 \$'000
Advance from Victorian Government	5,544	7,113
<i>Represented by:</i>		
Current advance	1,570	1,570
Non-current advance	3,974	5,543

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 (\$4.633m 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 \$1.500m to acquire the Triceratops fossil. \$0.100m was repaid in the 2022 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 2022.

5.4 Other non-financial assets

	2022 \$'000	2021 \$'000
Current other assets		
Inventories	1,008	818
Prepayments	1,863	4,967
Total other non-financial assets	2,871	5,785

Inventories include goods and other property held either for sale or for distribution at zero or nominal cost in the ordinary course of business operations. Inventories are measured at the lower of cost and net realisable value.

Prepayments represent payments in advance of receipt of goods or services or that part of expenditure made in one accounting period covering a term extending beyond that period.

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

	2022	2021
	\$'000	\$'000
Cash at call deposits	22,400	20,780
Cash	5,966	455
Total cash and deposits	28,366	21,235

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.

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

	2022	2021
	\$'000	\$'000
Net result for the year	(23,465)	(24,972)
Non-cash movements		
Loss/(Gain) arising from revaluation of long service leave liability	(1,951)	(506)
Depreciation expense	19,421	33,725
Other non-cash movements	459	668
Movements included in financing activities		
Finance costs	178	223
Capital Contributions Receivable	2,250	-
Movement in assets and liabilities		
Decrease/(Increase) in receivables	(2,012)	(356)
Decrease/(Increase) in other non-financial assets	2,914	(1,005)
Increase/(Decrease) in payables	4,471	(80)
Increase/(Decrease) in employee-related provisions	1,718	548
Net cash flows from/(used in) operating activities	3,983	8,245

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:

	2022	2021
	\$'000	\$'000
Interest expense on lease liabilities	30	44
Expenses relating to leases of low-value assets	938	546
Total amount recognised in the Comprehensive Operating Statement	968	590

6.2.3 Amounts recognised in the Statement of Cashflows

The following amounts are recognised in the Statement of Cashflows for the year ending 30 June 2022 relating to leases:

	2022	2021
	\$'000	\$'000
Total cash outflow for leases	339	465

	Minimum future lease payments		Present value of minimum future lease payments	
	2022	2021	2022	2021
	\$'000	\$'000	\$'000	\$'000
Leases				
Leases are payable as follows:				
Not longer than 1 year	516	628	504	603
Longer than 1 year but not longer than 5 years	362	659	360	649
Minimum lease payments	878	1,287	864	1,252
Less future finance charges	(14)	(35)	-	-
Present value of minimum lease payments	864	1,252	864	1,252
Represented by:				
Current lease liabilities			504	603
Non-current lease liabilities			360	649
Total Lease Liabilities			864	1,252

Finance leases relate to motor vehicles leased from 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 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

Nominal amounts 2021	Less than 1 year \$'000	1-5 years \$'000	5+ years \$'000	Total \$'000
Capital expenditure commitments	2,266	-	-	2,266
Low value and short term lease commitments	397	240	-	637
Operating expenditure commitments	3,431	63	-	3,494
Total commitments (inclusive of GST)	6,094	303	-	6,397
Less GST recoverable				639
Total commitments (exclusive of GST)				5,758

Commitments increased mainly due to higher operating expenditure commitments from new larger contracts, including MSS Security and building maintenance. Capital commitments includes the Energy Performance contract.

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).

Categories of financial liabilities

Financial liabilities at amortised cost are initially recognised on the date they are 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).

7.1.2 Financial instruments: Categorisation

				\$'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
Receivables:				
Sale of goods and services	-	3,031	-	3,031
Total contractual financial assets	-	31,397	-	31,397
Contractual financial liabilities				
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

				\$'000
2021	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	-	21,235	-	21,235
Receivables ⁱ :				
Sale of goods and services	-	1,058	-	1,058
Total contractual financial assets	-	22,293	-	22,293
Contractual financial liabilities				
Payables ⁱ				
Supplies and services	148	-	3,411	3,559
Advance from Victorian Government	-	-	7,113	7,113
Leases liabilities	-	-	1,252	1,252
Total contractual financial liabilities	148	-	11,776	11,924

i. Receivables & Payables excludes statutory receivables & 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 2021–22.

Credit quality of financial assets				\$'000
2022	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	-	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

Credit quality of financial assets				\$'000
2021	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	-	21,227	8	21,235
Statutory receivables (with no impairment loss recognised)	348	-	-	348
Financial assets with loss allowance measured at lifetime expected credit loss				
Contractual receivables applying the simplified approach for impairment	-	-	1,058	1,058
Total contractual financial assets	348	21,227	1,066	22,641

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 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	1,791	1,201	22	2	12	3,028
Loss allowance	-	12	1	-	12	25

1 July 2021	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	925	48	41	28	16	1,058
Loss allowance	-	-	2	3	16	21

	2022 \$'000	2021 \$'000
Balance at beginning of the year	(21)	(22)
Opening Loss Allowance	(21)	(22)
Increase in provision recognised in the net result	(4)	1
Balance at end of the year	(25)	(21)

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 2021-22 (2021: Nil).

Contingent liabilities

Museums Victoria is unaware of any quantifiable or non-quantifiable contingent liabilities in the financial year 2021-22 (2021: 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 instrument 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 2021-22 reporting period.

These financial instruments include:

Financial assets

Cash and deposits
Receivables

Financial liabilities

Payables
Advance from Victorian Government
Leases
Foreign exchange forward contract payable

7.3.2 Fair value determination: Non-financial physical assets

Fair value measurement hierarchy		\$'000		
2022	Carrying amount as at 30 Jun 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 & Vehicles ⁱ	5,549	-	-	5,549
Total Plant, Equipment & 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

Fair value measurement hierarchy		\$'000		
2021	Carrying amount as at 30 Jun 21	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	555,906	-	-	555,906
Total Buildings at fair value	555,906	-	-	555,906
Plant, Equipment & Vehicles ⁱ	6,633	-	-	6,633
Total Plant, Equipment & Vehicles at fair value	6,633	-	-	6,633
Exhibitions	4,983	-	-	4,983
Total Exhibitions at fair value	4,983	-	-	4,983
Collections	893,788	-	-	893,788
Total Collections at fair value	893,788	-	-	893,788

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. Given the uncertainty surrounding COVID-19, as disclosed in Note 1, any potential material adjustment cannot be reasonably quantified, and it is impracticable to disclose the extent of the possible effects of an assumption or another source of estimation uncertainty at the end of this reporting period.

Land Valuation

Non-specialised land (at the Moreland 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 also 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 103I *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 FRD103 issued by the Assistant Treasurer.

Buildings valuation remained unchanged following its annual management assessment under FRD 103I *Non-financial physical assets*. The Buildings net book value decreased by 3% from the impact of building depreciation expense (\$15.675m).

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 2022 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 Financial Reporting Direction (FRD) 1031 *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 1031. The valuation was last performed 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 2022, 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 Collection's size and diversity, the vast bulk of the Collection (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 the high-value items requires expert professional judgement from the Valuer (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 1031 *Non-financial physical assets*, showed a 1.74% increase in value between the 2021 comprehensive valuation, excluding accessions and deaccessions (2.10% 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 2022.

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

Reconciliation of Level 3 fair value \$'000

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
<hr/>					
2021	Land	Buildings	Plant and Equipment	Exhibitions	Collections
Opening balance	487,554	552,573	6,389	5,801	708,118
Purchases (sales)	-	-	1,554	1,784	-
Transfers in (out) of Level 3	(3,312)	-	-	-	9,598
Depreciation	-	(29,652)	(1,310)	(2,602)	(161)
Subtotal	484,242	522,921	6,633	4,983	717,555
Revaluation	1,408	32,985	-	-	176,233
Subtotal	1,408	32,985	-	-	176,233
Closing balance	485,650	555,906	6,633	4,983	893,788

Description of significant unobservable inputs to Level 3 valuation

2022 and 2021	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 plant and equipment
Collections	Market and recollection approach	Significant professional judgement by the valuation expert Statistical calculation based on extrapolation of sample valuations

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
- 8.8 Changes to Accounting Estimate

8.1 Reserves

8.1.1 Accumulated Deficit

	2022	2021
	\$'000	\$'000
Balance at beginning of financial year	(292,731)	(260,130)
Change in accounting policy	-	455
Balance at beginning of financial year (restated)	(292,731)	(259,675)
Net result	(23,465)	(24,972)
Transfers to Reserves:		
Transfer (to)/from Board Reserves	2,321	(3,275)
Transfer (to)/from Trust Funds	(3)	(529)
Transfer (to)/from Externally Funded Special Projects	1,723	(4,280)
Balance at end of financial year	(312,155)	(292,731)

8.1.2 Reserves

	2022	2021
	\$'000	\$'000
Board Reserves		
Balance at beginning of financial year	7,962	4,687
Transfer (to)/from Accumulated Deficit	(2,485)	2,894
Transfer (to)/from Reserves	164	381
Balance at end of financial year	5,641	7,962
Board Reserves consist of working capital reserve, acquisition reserve and internally funded projects reserve.		
Trust Funds		
Balance at beginning of financial year	2,963	2,434
Transfer (to)/from Accumulated Deficit	3	993
Transfer (to)/from Reserves	-	(464)
Balance at end of financial year	2,966	2,963
Trust Funds consist of those funds which may be used by the Museums Board of Victoria for Museum purposes defined by the relevant Trust deed or will.		
Special Purpose Reserves		
Balance at beginning of financial year	7,819	3,539
Transfer (to)/from Accumulated Deficit	(1,559)	4,197
Transfer (to)/from Reserves	(164)	83
Balance at end of financial year	6,096	7,819
Externally Funded Special Projects consists of unexpended Government and other grants tied to a specific purpose.		
Physical Asset Revaluation Surplus		
Balance at beginning of financial year	1,663,227	1,452,601
Asset revaluation increases	-	210,626
Balance at end of financial year	1,663,227	1,663,227

	2022	2021
	\$'000	\$'000
Foreign Currency Hedging Reserve		
Balance at beginning of financial year	(148)	(53)
Changes in Fair Value of Foreign Currency Hedging Contracts	148	(95)
Balance at end of financial year	-	(148)
Total Reserves	1,677,930	1,681,823

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

	2022	2021
	\$'000	\$'000
Balance at beginning of financial year	610,370	605,870
Capital Contribution	19,943	4,500
Balance at end of financial year	630,313	610,370

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	27 June 2022 – 30 June 2022
Minister for Creative Industries — Hon Danny Pearson MP	1 July 2021 – 26 June 2022
Chief Executive Officer and Director (Accountable Officer) — Ms Lynley Crosswell	1 July 2021 – 30 June 2022
Board Members:	
Mr Leon Kempler AM (President)	1 July 2021 – 30 June 2022
Dr Bronte Adams AM	1 July 2021 – 30 June 2022
Mr Andrew Butcher	1 July 2021 – 30 June 2022
Professor Bronwyn Fox	19 October 2021 – 30 June 2022
Mr Tim Goodwin	1 July 2021 – 30 June 2022
Dr Alison Inglis AM	1 July 2021 – 31 December 2021
Mr Dale McKee	19 October 2021 – 30 June 2022
Ms Linda Bardo Nicholls AO	1 July 2021 – 30 June 2022
Ms Mary Stuart	1 July 2021 – 30 June 2022
Mr Peter Tullin	1 July 2021 – 30 June 2022

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 \$410,000–\$420,000 (\$410,000–\$420,000 in 2020–21). 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 Personal disclosed in Note 8.4.1)

	2022 \$'000	2021 \$'000
Short-term employee benefits	1,217	1,210
Post-employment benefits	120	114
Other long-term benefits	31	31
Total remuneration	1,368	1,355
Total number of executivesⁱ	9	8
Total annualised employee equivalent (AEE)ⁱⁱ	7	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	Minister for Creative Industries	27 June 2022 – 30 June 2022
Hon Danny Pearson MP	Minister for Creative Industries	1 July 2021 – 26 June 2022
Ms Lynley Crosswell	Chief Executive Officer and Director	1 July 2021 – 30 June 2022
Mr Leon Kempler AM	Board Member and President	1 July 2021 – 30 June 2022
Dr Bronte Adams AM	Board Member	1 July 2021 – 30 June 2022
Mr Andrew Butcher	Board Member	1 July 2021 – 30 June 2022
Professor Bronwyn Fox	Board Member	19 October 2021 – 30 June 2022
Mr Tim Goodwin	Board Member	1 July 2021 – 30 June 2022
Dr Alison Inglis AM	Board Member	1 July 2021 – 31 December 2021
Mr Dale McKee	Board Member	19 October 2021 – 30 June 2022
Ms Linda Bardo Nicholls AO	Board Member	1 July 2021 – 30 June 2022
Ms Mary Stuart	Board Member	1 July 2021 – 30 June 2022
Mr Peter Tullin	Board Member	1 July 2021 – 30 June 2022
Mr Michael O’Leary	Chief Operating Officer and Chief Financial Officer	1 July 2021 – 13 May 2022
Mr Sean Royal	Acting Chief Operating Officer	14 May 2022 – 30 June 2022
Mr Chiang Yip	Acting Chief Financial Officer	14 May 2022 – 30 June 2022
Dr Nurin Veis	Director Research Institute	1 July 2021 – 30 June 2022
Dr Rod Macneil	Chief Governance and Communications Officer	1 July 2021 – 30 June 2022
Ms Linda Sproul	Director Experience and Audience Experience	1 July 2021 – 30 June 2022
Mr Sean Royal	Chief People and Engagement Officer	1 July 2021 – 30 June 2022
Ms Romina Calabro	Director, Development and Commercial Operations	1 July 2021 – 19 May 2022
Ms Natalene Muscat	Acting Director, Commercial	20 May 2022 – 30 June 2022
Dr Rod Macneil	Acting Director, Development	20 May 2022 – 30 June 2022

8.4.1 Remuneration of Key Management Personnel

	2022 \$’000	2021 \$’000
Short-term employee benefits	1,586	1,578
Post-employment benefits	154	148
Other long-term benefits	41	40
Total remunerationⁱ	1,781	1,766

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.

	2022		2021		KMP	Relationship	Nature of Transactions
	Revenue \$'000	Expenditure \$'000	Revenue \$'000	Expenditure \$'000			
Victorian Arts Centre Trust	17	-	32	-	Mr Danny Pearson MP	Responsible Minister	Storage Income, Long Service Leave entitlement, ASIA TOPA grant
National Gallery of Victoria	37	-	56	-	Mr Danny Pearson MP	Responsible Minister	Storage Income, Program Partner Fee
The University Of Melbourne	164	-	5	-	Dr Alison Inglis AM, Board Member	Master/Employee	Venue Hire and School Programs, Scholarships & Research Projects
CSIRO	83	21	-	-	Professor Bronwyn Fox	Chief Scientist	Research Grants and contractor expenditure
Dandolo Partners	-	21	-	-	Bronte Adams, Board Member	Wholly owned company	Consultancy Services
Questacon-National Science and Technology Centre	-	-	-	125	Mr Leon Kempler AM, Board Member and President	Chairman of the Advisory Council	Loan of objects for the Born or Built Temporary exhibition
LEK Consulting	-	-	5	-	Ms Linda Bardo Nicholls AM (Treasurer)	LEK Australia Advisory Council	Venue Hire Income
TOTAL	301	42	98	125			

As at 30 June 22, there were no amounts outstanding to Museums Victoria with related parties (2021: 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 the 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	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 & specialised insurance	(775)
Various Government Departments	Other Minor Transactions ⁱ	183

Government-related Entity	Transactions	2021 \$'000
Department of Education and Training	Strategic Partnership, Scienceworks Star 6 Funding	625
Department of Education and Training	Early Childhood STEM Professional Learning	120
Department of Treasury and Finance	Capital Asset Charge	38,822
Department of Jobs Precincts and Regions	2020-21 Operating funding	45,780
Department of Jobs Precincts and Regions	COVID-19 cashflow support funding	12,778
Department of Jobs Precincts and Regions	Working Capital Payment	2,880
Department of Jobs, Precincts and Regions	CFM Capital grant	410
Department of Jobs, Precincts and Regions	Federation Handbells	86
Department of Jobs, Precincts and Regions	Cultural Agencies: Solvency, Recovery and Adaptation	134
Victorian Aboriginal Heritage Council	Relocation of Collections	200
Department of Jobs Precincts and Regions	Summer Activation	330
Department of Jobs Precincts and Regions	Collections Legacy Data & Storage Funding	485
Department of Jobs Precincts and Regions	200 Years Greek Exhibition	1,000
Department of Jobs Precincts and Regions	COVIDSafe Funding	275
Department of Jobs Precincts and Regions	Great Melbourne Telescope Restoration	150
Department of Jobs Precincts and Regions	Equity Transfer (Capital) Exhibition Renewal	4,500
Department of Treasury and Finance	Capital Asset Charge	(38,822)
Victorian Managed Insurance Authority	General & specialised insurance	(677)
Various Government Departments	Other Minor Transactions ⁱ	750

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.

Government-related Entity	Outstanding To/(By)	
	2022 \$'000	2021 \$'000
Department of Jobs, Precincts and Regions	1,734	481
Owing to Other Government-related entity	76	61
Total Outstanding To Museums Victoria	1,810	542
Department of Treasury and Finance	(1,273)	(1,468)
Department of Jobs, Precincts and Regions	(4,445)	(6,263)
Owing by Other Government-related entity	(774)	(148)
Total Outstanding By Museums Victoria	(6,492)	(7,879)
Net Outstanding	(4,682)	(7,337)

8.5 Remuneration of auditors

	2022 \$'000	2021 \$'000
Victorian Auditor-General's Office		
Audit of the financial statement	85	79
Total remuneration of auditors	85	79

8.6 Subsequent events

Museums Victoria is unaware of any other material events after the reporting date that would affect these financial statements. (2021: Nil).

8.7 Australian Accounting Standards issued that are not yet effective

Certain new accounting standards have been published that are not mandatory for the 2021–22 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 2021–22 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 23	It is not anticipated to have a material impact.

8.8 Change in Accounting Estimate

Museums Victoria revised the useful life of its Buildings to align with the latest management assessment. Building remaining useful life, which comprises 37–109 years (previously 6–34 years). The revision more accurately reflects the remaining useful lives in Buildings. The impact of the accounting change in useful life is a \$13.977 million reduction in depreciation in 2021–22. However, this change does not impact Museums Victoria’s recurrent funding, as the government does not fund Museums Victoria for its depreciation cost.

Auditor–General’s report



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 2022• 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 2022 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 2022



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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