



Annual Report

2024–25

Museums Board
of 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 2025.

Mary Stuart

Mary Stuart
President
Museums Board of Victoria
17 October 2025

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

If you need this document in an accessible format please contact Museums Victoria via phone 13 11 02 or email AskUs@museum.vic.gov.au.

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

ISSN 1835 3681



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Front cover:

Dr Jane Melville, Senior Curator, Terrestrial Vertebrates
Source: Museums Victoria | Photographer: Eugene Highland

Inside front cover:

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

Inside back cover:

Dr Julian Finn, Senior Curator, Marine Invertebrates
Source: Museums Victoria | Photographer: Eugene Highland

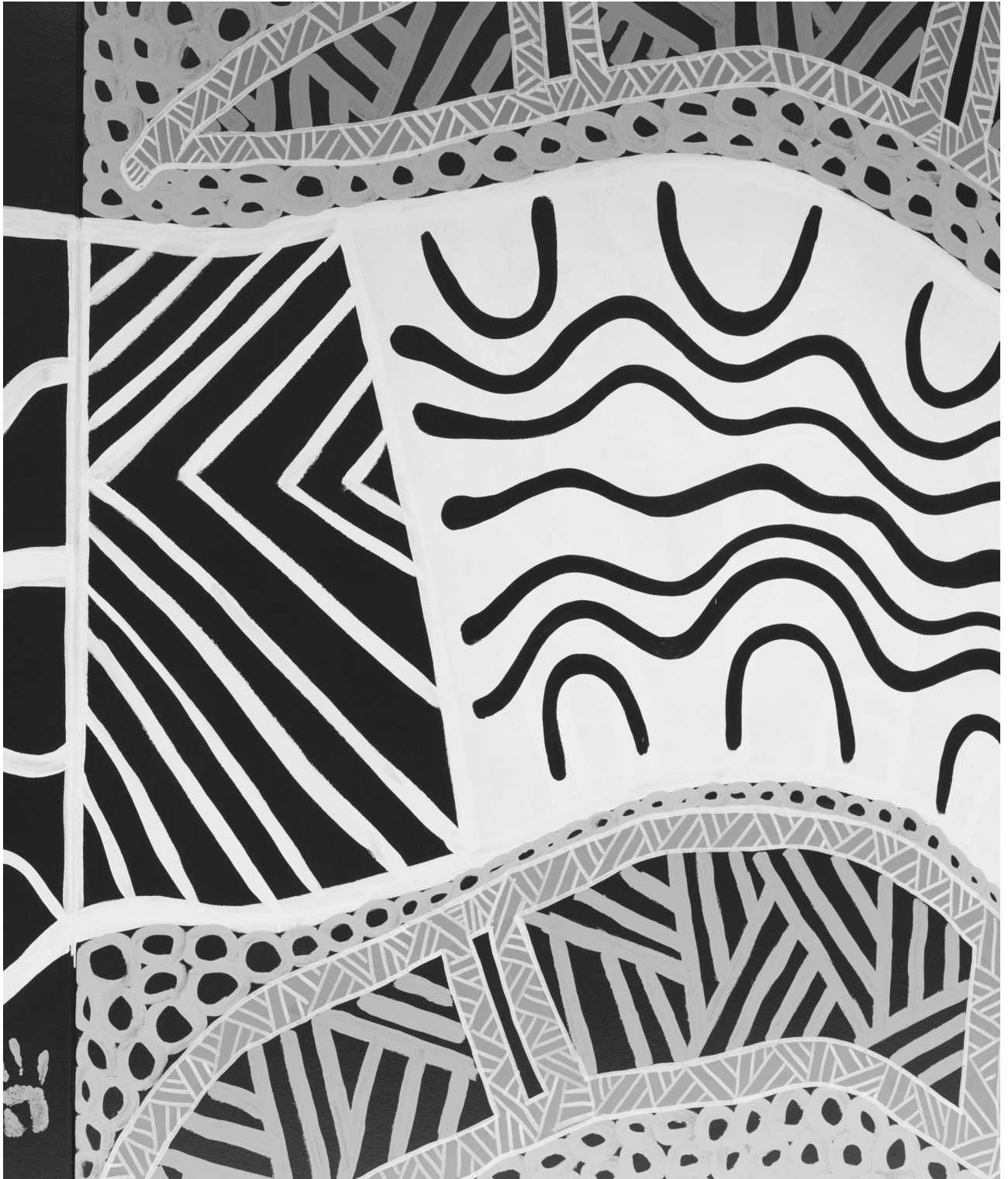
Back cover:

Mother's Day High Tea, Royal Exhibition Building
Source: Museums Victoria | Photographer: Carmen Zammit

Acknowledgement of Country

Museums Victoria acknowledges the Woi Wurrung (Wurundjeri) and Boon Wurrung peoples of the eastern Kulin Nations where we work, and First Peoples language groups and communities across Victoria and Australia.

Our organisation, in partnership with the First Peoples of Victoria, is working to place First Peoples living cultures and histories at the core of our practice.



Stronger Families, Stronger Communities, Bunjilaka Aboriginal Cultural Centre
Source: Museums Victoria | Photographer: Eugene Hyland

President's message



It is my great privilege to present the Annual Report for the 2024–25 financial year on behalf of the Museums Board of Victoria.

This year we have been planning for Museums Victoria's future while continuing to deliver an outstanding program of exhibitions, education programs, research and special events. This busy schedule has included highly popular new exhibitions at each of our museums, the launch of an expanded program of unique museum experiences for adults and families, and groundbreaking research discoveries that are reshaping our understanding of our region's biodiversity.

Our 2025–30 Strategic Plan

The 2024–25 financial year marked the beginning of Museums Victoria's new Strategic Plan for 2025–30. Building on the energy and momentum created by our 2017–25 strategy, our new strategic plan sets important goals for expanding our reach and impact, increasing access to the State collections and delivering an exciting pipeline of new experiences and exhibitions.

The 2025–30 Strategic Plan will see Museums Victoria reach its 175th anniversary in 2029. As we approach this significant milestone, a key area of focus will be developing master plans for each of our sites to ensure they are ready to meet the needs of future generations of Victorians.

The strategies, initiatives and performance indicators outlined in the 2025–30 Strategic Plan reflect a strong sense of ambition, balanced with a clear understanding of the realities of our operating environment. We recognise that achieving our goals will require navigating a period of constrained funding and resources, which will inevitably shape our investment priorities and pace of delivery.

Driving impact and efficiency

This year Museums Victoria has continued to be a major contributor to Victoria's creative industries and visitor economy. Total admissions across our sites were 3.2 million, with another 104.9 million connecting with our content and experiences across digital channels. We presented more than 15 exhibitions – including the hugely popular world premiere of *LEGO® Star Wars™: The Exhibition* – and beyond our walls, we built on the enormous success of *Science is a Superpower* with the launch of a second season in February 2025.

We have also continued to grow our self-generated revenue through successful commercial initiatives. Investment in new Museums Victoria-developed exhibitions – such as *Tinkertown* at Scienceworks and *Joy* at the Immigration Museum – has helped support a wide range of Victorian creative industries and practitioners while creating unmissable experiences for audiences of all ages.

Education and outreach

Museums Victoria is committed to addressing barriers to access and inclusion so that all Victorians feel welcome and have opportunities to connect with their museums. This year the Museums Victoria Learning Access Fund – made possible thanks to the generosity of our philanthropic supporters and corporate partners – opened doors for 2,000 Victorian students experiencing disadvantage. These students accessed free or subsidised museum education programs, helping to foster curiosity, confidence, and a lifelong love of learning.

Museums Victoria is proud to be the largest provider of education programs among museum organisations in Australia and New Zealand and the largest in Victoria outside the Department of Education, with more than 540,714 education sessions recorded in 2024–25. Our education programs – presented onsite at our museums or remotely via our Outreach team – directly support curriculum-based learning for students from Kindergarten to Year 8. This year the Outreach team presented programs at more than 700 schools and kindergartens across Victoria – including communities that, due to distance or disadvantage, were unable to visit our museums.

Recognising our supporters

We are deeply grateful to our supporters whose generosity, vision and belief in Museums Victoria inspires us towards our vision of a society compelled to act for a thriving future.

I would like to acknowledge the invaluable support of the Scanlon Foundation and thank the Foundation's Chair, Sophie Duggan and Chief Executive Officer, Dr Sonja Hood AM, for their partnership with Museums Victoria that is helping to grow diversity and inclusivity in the museum sector.

I am also deeply grateful to the Andrew and Geraldine Buxton Foundation, Dr William N. Holsworth, The Hugh D.T. Williamson Foundation, the King Family Foundation and the Gabo Foundation for their generous contributions to Museums Victoria this year. I also acknowledge and thank the Gandel Foundation, through John Gandel AC and Pauline Gandel AC, for their ongoing support of Museums Victoria.

And I gratefully acknowledge our Director's Circle Patrons, and all those who have pledged a gift to Museums Victoria in their will, for their generous and valued support.

Acknowledgements

I would like to express my sincere thanks to the Victorian Government and The Hon Colin Brooks MP, Minister for Creative Industries, for their support of Museums Victoria. I also acknowledge and extend my deepest gratitude to my colleagues on the Museums Board of Victoria for their commitment to this organisation and generous contribution of their time and expertise.

This year I am, as always, truly grateful to our incredible staff and volunteers. Their skills, passion and tireless efforts drive Museums Victoria's success, and I thank them sincerely for all that they do. And I acknowledge and commend Lynley Crosswell, Chief Executive Officer and Director, and the executive team for their continued leadership and excellent work.

Our new strategic plan will strengthen Museums Victoria's impact as a vital cornerstone of Victoria's cultural, educational and scientific life. As we approach our 175th anniversary, our focus is on broadening our impact and preparing our museums for the future, underpinned by strong revenue streams and a growing community of supporters. I look forward to working with our exceptional team to bring these ambitions to life.



Mary Stuart

President, Museums Board of Victoria

Chief Executive Officer and Director's message



I am delighted to present our 2024–25 Annual Report and share some of the achievements and innovations that have shaped our year.

Planning for the future

This year we launched our new 2025–30 Strategic Plan, focused on renewing our museums and expanding access to our collections and experiences. Looking ahead, our key initiatives include strengthening our international partnerships, an expanded exhibition touring program and new place-based, cross-disciplinary research projects focused on our region's unique natural and cultural heritage. We are also taking important steps to ensure our museums and heritage buildings are equipped and ready to serve future generations.

Through this plan, Museums Victoria aims to deliver deeper engagement, diversified revenues and greater impact – locally, nationally and globally.

A year of highlights

We began the year by bringing together two of the world's greatest fossils when *Victoria the T. rex* joined *Horridus*, Museums Victoria's *Triceratops*, at Melbourne Museum – giving visitors a once-in-a-lifetime opportunity to see these breathtaking specimens at one location.

In December, we launched two remarkable exhibitions: *Notre-Dame de Paris: The Augmented Exhibition* at the Immigration Museum and *Antopia* – a large-scale digital and multisensory exploration of the utopian world of ants – at Melbourne Museum. In April, *Tinkertown*, our new in-house designed exhibition at Scienceworks, invited young learners to imagine, experiment and build. The Scienceworks favourite, *Illuminate: How science comes to light*, also toured to the Bendigo Discovery Science and Technology Centre, bringing this popular active-learning experience to regional audiences.

In May, *LEGO® Star Wars™: The Exhibition* premiered at Melbourne Museum, featuring life-size recreations of iconic *Star Wars* moments comprised of more than 8 million LEGO bricks. A world first, the exhibition has attracted more than 70,000 visitors in its first two months. My sincere thanks go to Visit Victoria, Ryan 'Brickman' McNaught, LEGO, Disney, V/Line and Linfox for making these extraordinary experiences a reality.

A destination for all

With more than 3 million admissions across our sites every year, Museums Victoria remains the most visited museum organisation in Australia and New Zealand. Underpinning this broad reach is our commitment to ensuring our experiences remain widely accessible. Free museum admission for

children, along with programs like the Learning Access Fund and our Museum in a Van Outreach Program, ensure more Victorians can benefit from museum-based learning and experience the wonder of our museums and collections.

This year, we continued our partnership with the Scanlon Foundation and, in collaboration with Ubuntu Project, delivered *Careers in the Museum* – a pilot paid work-experience program for young people from culturally diverse backgrounds. The initiative received enthusiastic feedback and provided valuable insights into how we can further support employment pathways for diverse communities.

Research with global impact

The Museums Victoria Research Institute continues to make significant contributions to international research. Notable discoveries this year included the oldest known megaraptorid dinosaur and the rediscovery of the critically endangered Plains-wanderer in Melbourne's west – enabled using an AI tool developed by the Research Institute's Dr Karen Rowe, Curator of Birds, and Queensland University of Technology.

Our scientists also worked alongside government agencies following major bushfires in the Grampians National Park and Little Desert National Park during the 2024–25 summer, to assess impacts on endangered wildlife and inform conservation strategies that will protect these vulnerable ecosystems.

Merri-bek flood recovery

In November 2024, a major flooding event in our Merri-bek Collection Facility marked the most significant collection emergency in Museums Victoria's history. Thanks to the extraordinary efforts of our staff, recovery efforts began immediately and continue to progress steadily. I am deeply proud of the care, expertise and innovation that continue to define this critical project.

Revenue

Self-generated revenue remains vital to our financial sustainability, contributing 40% of our overall operating budget.

Highlights this year included strong performance at IMAX Melbourne, with special events such as *Pink Floyd at Pompeii – MCMLXXII*, and strong retail results driven by our exclusive ranges including Museums Icons and Melbourne Museum Home of Dinos. The year closed with the launch in June of Australia's first *Star Wars* Galactic Café, an innovative and unforgettable dining experience created especially to accompany *LEGO Star Wars: The Exhibition* at Melbourne Museum.

We also expanded our calendar of programs with new premium events offering unique museum experiences. Alongside our monthly Nocturnal: Museum After Dark evening events, we launched Museum Sleepovers in partnership with Ecosa, and welcomed close to 3,000 visitors to our spookiest event yet – *Halloween at the Museum: Tricks, Treats, Eats and Beats!* The busy year was rounded out with the inaugural Great Museum Easter Egg Hunt and the ever-popular Mother's Day High Tea at the Royal Exhibition Building.

The Royal Exhibition Building continued to shine as a cultural and commercial venue. As the only remaining Great Hall from the World Fair movement still in original use, the Royal Exhibition Building is an extraordinary state and national treasure, drawing large crowds for signature events including the PayPal Melbourne Fashion Festival, the Italian Festa and the Melbourne International Flower and Garden Show.

We are proud of the momentum Museums Victoria has built in growing philanthropic and corporate support. The Museums Victoria Foundation, launched in 2022, has already established a primary corpus and is now poised to grow further through a focused bequests program, ensuring we can continue to deliver on our ambitious vision for the future.

Looking ahead

In late 2025 we will unveil *Our Wondrous Planet*, a landmark new exhibition that will transform Melbourne Museum's upper west galleries. Featuring more than 800 specimens, *Our Wondrous Planet* will showcase Museums Victoria's unique collections, immersing visitors in an awe-inspiring journey through Earth's diverse ecosystems and inspiring action to create a more sustainable future.

This outstanding achievement reflects the strength of our internal capability, expert planning and commitment to innovation across the organisation. It is this same discipline, creativity and collaboration that will be essential to delivering on the commitments set out in Museums Victoria's 2025–30 Strategic Plan. While our ambitions are high, we are conscious of the challenging environment and funding constraints that shape our work. Even so, our ingenuity and focus will ensure we continue to share more great experiences with our audiences in the years ahead.

Acknowledgements

I am deeply grateful for the incredible support of our audiences, members, philanthropic donors and corporate partners over the past year. Their enthusiasm and generosity are instrumental in making our exhibitions and programs a resounding success.

The support of our philanthropic partners, Director's Circle Patrons and corporate members is vital to achieving our strategic goals, while collaborations with our corporate partners help to increase our shared impact – including Museums Victoria Colour Partner Taubmans, Major Partner VicHealth, the Victorian Department of Education, Engineers Australia, Melbourne Water, Flooring Partner, Godfrey Hirst and GH Commercial, Tourism Partners V/Line and Melbourne Airport and Media Partner Nova Entertainment.

We were delighted to grow our community of partners, who supported us in expanding our impact through new and innovative experiences. The stunning *Notre-Dame de Paris: The Augmented Exhibition* was presented in partnership with Histoverly, L'Oréal Groupe and Rebuilding Notre-Dame de Paris, and we also welcomed Ecosa as Partner of our new Museum Sleepovers. Goodstart Early Learning joined in support of Dino Days at Melbourne Museum, and VicReturn's *Message in a Bottle* activation at Scienceworks highlighted the importance of recycling. Together with our partners, we are advancing our mission to educate and inspire, and we look forward to continuing this journey in the years ahead.

I acknowledge the ongoing support of the Victorian Government and extend my gratitude to the Minister for Creative Industries, The Hon Colin Brooks MP. My thanks also go to the Department of Jobs, Skills, Industry and Regions, Creative Victoria and Visit Victoria for their continued support of our museums.

As always, I am deeply grateful to the Yulendj Advisory Group and the Aboriginal Cultural Heritage Advisory Committee who so generously share their knowledge and insights, helping to guide our work at Museums Victoria.

To Mary Stuart, President of the Museums Board of Victoria, I give my heartfelt thanks and appreciation. Her passion and tireless support of our organisation has been instrumental in our achievements this year. I also acknowledge and sincerely thank all our Board members and Committee members for their ongoing dedication and support for Museums Victoria.

To our dedicated staff and selfless volunteers — thank you, I am ever grateful for your passion, resilience, and commitment that underpins our success.



Lynley Crosswell

Chief Executive Officer and Director

Calendar of highlights and events

For further information on our achievements this year, please refer to Year in Review (pages 21-24) and Our Performance (pages 44-59).

2024

JULY

- The inaugural Playbound! festival delivered in collaboration with City of Melbourne (page 22)
- The first in a new series of Museum Sleepovers held during winter school holidays at Melbourne Museum (page 33)
- First Peoples Cadetship Open Day held at Melbourne Museum (page 29)

SEPTEMBER

- Science is a Superpower Festival held at Scienceworks (page 22)
- *Rainbow Threads* showcase unveiled to celebrate Bisexuality Day

NOVEMBER

- Final Climate Cafe event for 2024 held at Melbourne Museum in partnership with Orygen Youth Health (page 41)
- *Treasures*, the first in a new series of displays showcasing Collection highlights opens at Melbourne Museum (page 28)

AUGUST

- 2024 National Science Week programs and events held across at Melbourne Museum and Scienceworks (page 41)
- Discoveries and achievements by Museums Victoria Research Institute staff showcased in the Queen's Hall, Parliament House, during National Science Week
- *Māreikura - Ka rere te rongoā* opens at Immigration Museum (page 22)
- *Little Kids Day In | Caring for Country* held at Scienceworks with activities focused on First Peoples' knowledge for early learners (page 21)
- Partnership with Inspiring Victoria enables audiences facing financial barriers to attend National Science Week programs (page 35)

OCTOBER

- Launch of the Australian Football League Women's Indigenous Round at Bunjilaka and *Biik Milboo Dhumba* in the Forest Gallery (page 21)
- The inaugural *Halloween at the Museum: Tricks, Treats, Eats and Beats!* held at Melbourne Museum (page 33)
- *Rainbow Threads* showcase unveiled celebrating Melbourne Fashion Week, LGBT History Month and National Coming Out Day
- Inaugural Museums Victoria Staff Awards held at Melbourne Museum (page 30)
- Melbourne Symphony Orchestra's *Secret Symphony* presented at Melbourne Museum as part of Melbourne Fringe Festival
- Youth Fest (Africa Day Australia) presented at Immigration Museum

DECEMBER

- *Rainbow Threads* showcase unveiled in recognition of World AIDS Day
- *Notre-Dame de Paris: The Augmented Exhibition* opens at Immigration Museum (page 24)
- *Antopia* opens at Melbourne Museum (page 22)

2025 JANUARY

- *Biggest Best IMAX Film Festival* opens at IMAX Melbourne (page 34)
- *Dome Under Film Festival* commences at Melbourne Planetarium, Scienceworks (page 24)

MARCH

- Cultural Diversity Week celebrations at Immigration Museum (page 22)
- *Top Designs 2025* opens at Melbourne Museum (page 22)
- *We Outside* opens at Immigration Museum (page 22)
- Nocturnal: Subterranea held at Melbourne Museum (page 33)

MAY

- *LEGO® Star Wars™: The Exhibition* opens at Melbourne Museum (page 22)
- Nocturnal: Custom Made held at Melbourne Museum (page 33)
- Mother's Day High Tea held in the Royal Exhibition Building (page 33)

FEBRUARY

- Lunar New Year celebrations held at Melbourne Museum (page 22)
- Launch of Science is a Superpower Season 2 (page 24)
- *Illuminate: How science comes to light* opens at Bendigo Discovery Science and Technology Centre (page 22)
- Video installation, *Ubuntu: I am 'cause we are'*, on view at Melbourne Museum for Culture Makers Season 3
- Nocturnal: Heart to Heart held at Melbourne Museum (page 33)

APRIL

- *Tinkertown* opens at Scienceworks (page 22)
- Nocturnal: Cracked Up held at Melbourne Museum (page 33)
- The Great Museum Easter Egg Hunt held at Melbourne Museum (page 33)

JUNE

- *Star Wars™ Galactic Café* opens at Melbourne Museum (page 22)
- *Stronger Families, Stronger Communities* opens at Bunjilaka Aboriginal Cultural Centre (page 21)
- Nocturnal: Space Odyssey held at Melbourne Museum (page 33)

About Museums Victoria

Founded in 1854, we are the 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.

Our Sites

Bunjilaka Aboriginal Cultural Centre

Situated within Melbourne Museum, Bunjilaka celebrates the vibrant cultures of Indigenous Australia with its rich traditions of performance, storytelling and artwork.

IMAX Melbourne

IMAX Melbourne is home to the one of the world's largest cinema screens, measuring 32 metres in width by 23 metres in height, and is the only theatre in Australia with an IMAX 1570 Film projector.

Immigration Museum

The Immigration Museum explores themes of migration, identity, citizenship and community through multiple perspectives. It is situated in the historic Old Customs House, on Flinders Street in Melbourne.

Melbourne Museum

The iconic Melbourne Museum stands adjacent to the historic Royal Exhibition Building in Carlton Gardens. Melbourne Museum showcases Australian social history, Indigenous cultures, the environment and the Museums Victoria Research Institute discoveries and exploration in fields such as marine biology, geology, palaeontology and minerology. Melbourne Museum is also home to *Horridus*, the world's most complete *Triceratops* fossil.

Merri-bek Collection Facility

Merri-bek Collection Facility is the offsite collection storage facility for Museums Victoria, housing the largest proportion of the collection items. It complements the collection stores at Melbourne Museum and Scienceworks.

Royal Exhibition Building

Located in Carlton Gardens adjacent to Melbourne Museum, the Royal Exhibition Building was constructed for the 1880 Melbourne International Exhibition and continues to host exhibitions and other events. The building and gardens were inscribed on the UNESCO World Heritage register in July 2004.

Scienceworks

Featuring interactive exhibitions and STEM experiences for curious minds of all ages, Scienceworks is located in Spotswood and includes the historic Spotswood Pumping Station, the Lightning Room and Melbourne Planetarium.

Collection storage facility

Museums Victoria operates an offsite collection storage facility in Spotswood.

About our Strategic Plan

This financial year Museums Victoria implemented our new Strategic Plan spanning 2025 to 2030.

Museums Victoria's 2025–30 Strategic Plan builds on the significant transformation, growth and momentum our organisation has achieved over the past seven years during our 2017–25 Strategic Plan. By leveraging this strong foundation, we will grow our economic and social value for today's and future generations of Victorians.

The Museums Victoria 2025–30 Strategic Plan takes us to our next milestone – our 175th anniversary in 2029 – with a focus on strengthening and enhancing our collections, sites and operations to best serve our visitors and the people of Victoria, now and into the future.

A copy of the Museums Victoria 2025–30 Strategic Plan will be published on our website.

Strategic directions

The Museums Victoria 2025–30 Strategic Plan has five strategic directions that span all areas of our activity:

- Our exhibitions and experiences
- Our research and collections
- Our people
- Our places
- Our future sustainability

Each direction comprises individual strategies and initiatives that will guide our work, as well as clear indicators that will allow us to measure our performance.

A selection of highlights and achievements against our strategic directions for the financial year can be found in 2024–25 Year in Review.

2025–30 Strategic Plan overview

Our vision

People enriched by wondrous discovery and trusted knowledge.

Society compelled to act for a thriving future.

Our mission

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

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

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

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

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

Strategic directions

Our exhibitions and experiences

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

Our research and collections

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

By preserving and developing the State collections, we ensure Victoria's cultural, scientific and technological heritage will be available for future generations.

Our people

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

Our places

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

Our future sustainability

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

Strategic directions

Strategic direction 1

Our exhibitions and experiences

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

Strategies

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

Strategic direction 2

Our research and collections

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

By preserving and developing the State collection, we ensure Victoria's cultural, scientific and technological heritage will be available for future generations.

Strategies

- Expand global knowledge of our region's unique cultural and natural heritage through innovative, place-based multidisciplinary research projects.
- Protect and remove species from the endangered list in collaboration with new and existing research and conservation partners.
- Partner with First Peoples communities to share knowledge and deliver collaborative research projects.
- Enhance the relevance of the State collections through significant acquisitions and best-practice collection management, access, preservation and storage.

Strategic direction 3

Our people

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

Strategies

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

Strategic direction 4

Our places

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

Strategies

- Ensure our museums and unique destinations are safe, dynamic, thriving and sustainable places for all our communities, now and in the future.
- Achieve Museums Victoria's 2030 sustainability goals.
- Raise current collection storage facilities to meet industry standards.

Strategic direction 5

Our future sustainability

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

Strategies

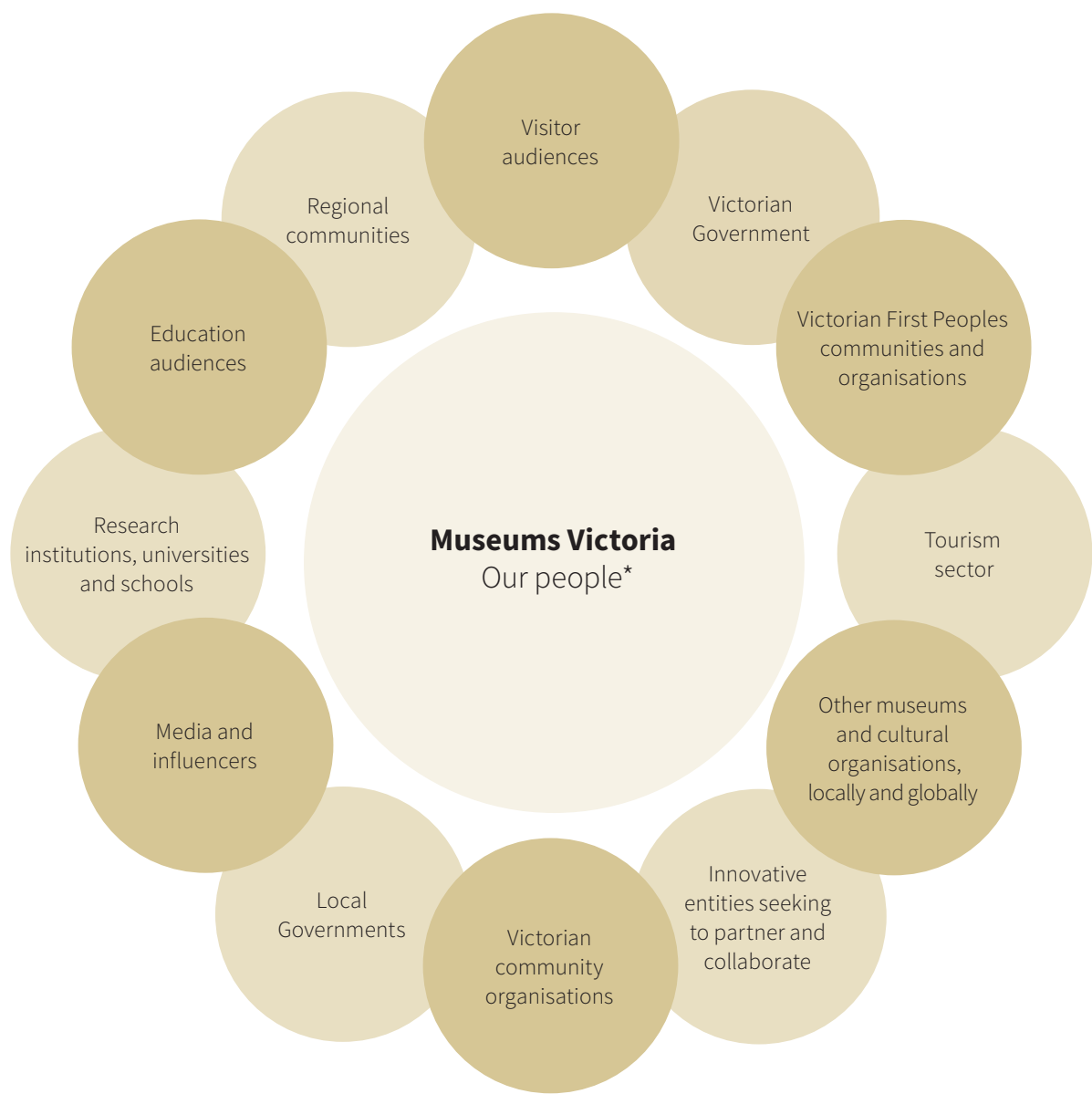
- Grow self-generated revenues to sustain operations, increase impact and secure Museums Victoria's future.
- In addition to securing funding from the Victorian and Federal Governments, pursue additional sources of funding – such as philanthropic contributions and corporate partnerships – to diversify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

Our stakeholders

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

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

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



* Refer to *pages 69-71* for details of our staff profile.

Key examples of stakeholder engagement this year include:

First Peoples communities and organisations:

Museums Victoria works with First Peoples communities across Victoria, Australia and internationally to connect cultural materials in the State collections with the people and Country they belong to. Through the Research Institute, we collaborate on projects that bring together knowledge systems to deepen understanding of our region's diverse environments. The First Peoples Experiences team partners with First Peoples artists and communities to present exhibitions in the Birrarung Gallery at Melbourne Museum, and works closely with Public Programs and Education teams to share First Peoples knowledge and stories through events and learning programs. Further information regarding programs focused on First Peoples knowledge and perspectives can be found in *Our Year in Review – Strategic Directions One and Two and Museums Victoria in Regional Victoria* (pages 21, 26-28 and 37).

Museums Victoria also consults with several First Peoples groups including the Aboriginal Cultural Heritage Advisory Committee (See our Governance section for further detail on Board Committees (pages 62-63) and the Yulendj Advisory Group.

Other museums and cultural organisations:

During the year, Museums Victoria collaborated with local, interstate and international museums and cultural organisations in areas including incoming and outgoing collection item loans and touring exhibitions. Museums Victoria's temporary and touring exhibitions and collaborations can be found in *Our Year in Review* (pages 38-42).

Education audiences:

Museums Victoria continued its collaborations this year with multiple education audiences including the Department of Education, Victorian Curriculum and Assessment Authority and the Victorian Catholic Education Authority. During the year we reached regional audiences through Museums Victoria's Outreach Program and championed Science, Technology, Engineering and Maths (STEM) learning. We also offered a range of school excursions inspired by our exhibitions and collections at our museum sites. Further information regarding Museums Victoria's educational programming can be found in *Our Year in Review – Strategic Direction One and Museums Victoria in Regional Victoria* (pages 24-25 and 36).

Regional communities:

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. Further information regarding Museums Victoria's work in regional Victoria during 2024-25 can be found in *Our Year in Review – Strategic Direction One and Museums Victoria in Regional Victoria* (pages 22-25 and 36-37).

Research institutions, universities and schools:

Each year Museums Victoria Research Institute staff collaborate with research partners from multiple research institutions, universities and schools across Victoria, Australia and the world. Collaborations this year included the Australian Research Council, the University of Melbourne and institutions across Indonesia, the USA and Germany. Further information regarding our research collaborations can be found in *Our Year in Review – Strategic Direction Two and Museums Victoria in Regional Victoria* (pages 26-28 and 37).

Tourism sector:

Museums Victoria's tourism strategy focuses on regional, interstate and key international markets. Key partnerships with City of Melbourne and Visit Victoria support tourism campaigns for upcoming exhibitions alongside partnerships with international and inbound tourism operators to facilitate year-round ticket sales. This year Museums Victoria introduced a range of new premium experiences and seasonal events to tourism markets, including Halloween and Easter celebrations, Museum Sleepovers for both families and adults, and premium tours. Further information can be found in *Our Year in Review – Strategic Direction Five* (pages 33-34).

Media activity:

Promotions for exhibitions and experiences across Museums Victoria this year were supported by a range of media partnerships that included Triple R, *Broadsheet* and 3KND. Editorial coverage across print, TV, radio and online platforms helped drive awareness and connect national and international audiences with Museums Victoria's research discoveries. Museums Victoria's global media presence was strong, with widespread coverage online reaching audiences around the world. In particular the discovery of carcharodontosaurs fossils, and the rediscovery of the critically endangered Plains-wanderer, were covered by media outlets across the US, UK, Canada and other countries. Further information can be found in *Our Year in Review – Strategic Direction Five* (pages 34-35).

Museums Victoria awards and nominations

We were delighted to see Museums Victoria's achievements acknowledged with industry awards this year.

2024 Australian Museums and Galleries Association National Awards (AMAGA)

Winner, Moving Image Award for *Science is a Superpower* (Series One)

Nominated, Community Connection Award for Museums Victoria and Hume City Councils Partnership

Nominated, Digital Interface Award for Gandel Gondwana Garden Guide

Nominated, Kids in Print Award for *Dino Gang Colouring & Activity Book*

Nominated, Virtual Canvas Award for Gandel Gondwana Garden Drama in Gondwana Augmented Reality Game

2024 Victorian Premier's Design Awards

Finalist, Communication Design for *Joy*

Finalist, Communication Design for *Air Playground*

Finalist, Communication Design for *Madjem Bambandila: The Art and Country of Kelly Koumalatsos* by Kelly Koumalatsos and Dr Paola Balla

2024 Victoria Tourism Industry Council (VTIC) Awards

Finalist (Highly Commended) for Melbourne Museum in the Major Tourist Attractions Category

2024 Time Out Arts and Culture Awards

Winner, Best Museum Exhibition (People's Choice) for *Titanic: The Artefact Exhibition*

Nominated, Best Museum Exhibition (People's Choice) for *Joy*

2025 Australasian Reporting Awards

Winner, Gold for 2023–2024 Annual Report

Finalist, Best of Industry Sector Award (Public Administration – State) for 2023–2024 Annual Report

2025 Australian Book Design Awards

Winner, Best Designed Children's Non-Fiction Book, for *Science All Around Us: Big Questions for Curious Kids*, written by Mei Lui and illustrated by Chris Nixon.

Commended Finalist, Best Designed Children's Book for *An Ant's Guide to Being an Ant*, written by Zoe Meagher and illustrated by Julia Donkersley.



Museum of the Moon, Scienceworks
Source: Museums Victoria | Photographer: Eugene Hyland

Museums Victoria's Reach and Engagement

Each year, Museums Victoria creates impact across Victoria and around the world in a myriad of ways.

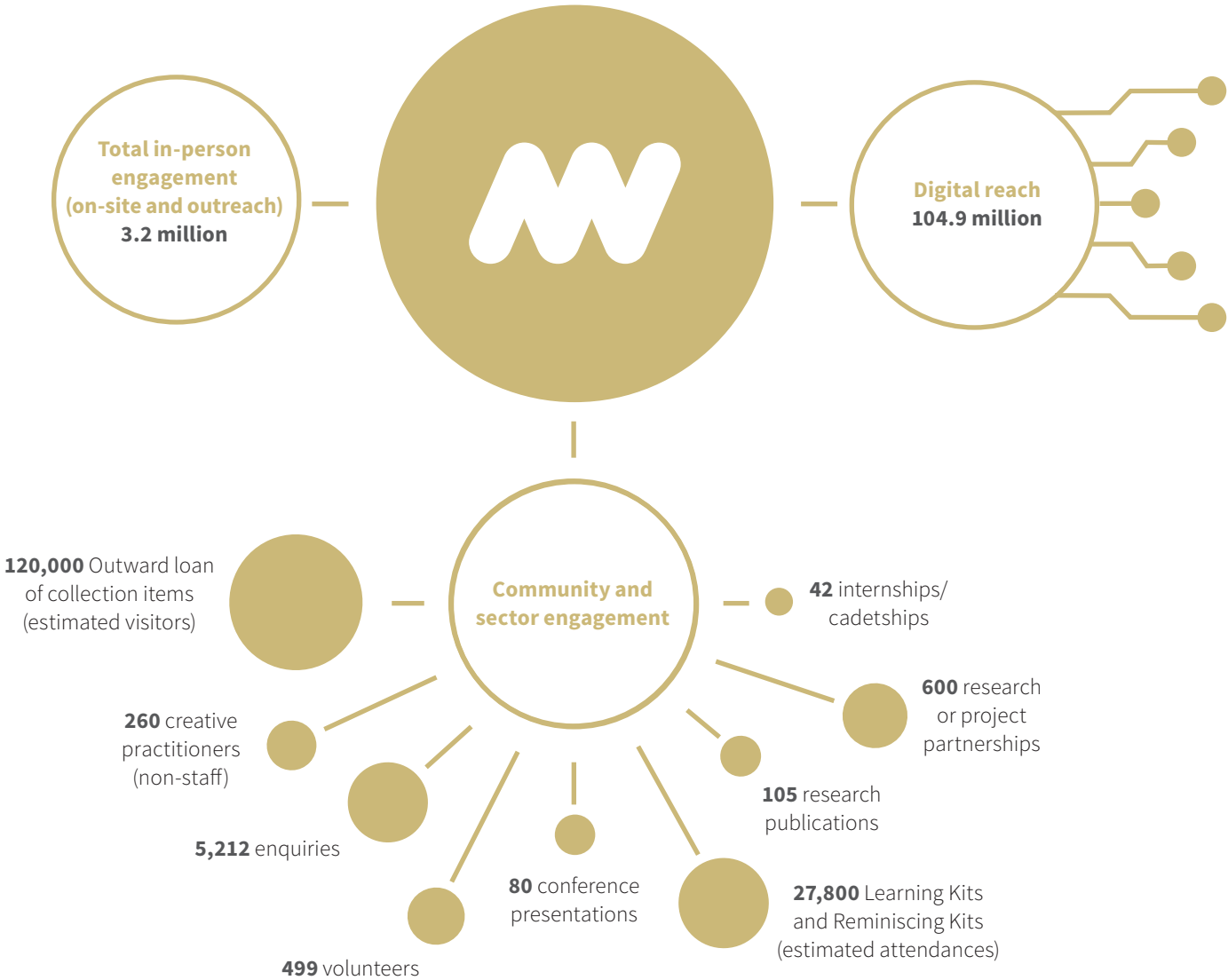
This Reach and Engagement section supplements our annually reported admissions data and illustrates the depth and diversity of connections between Museums Victoria and the communities we serve. These interactions – with our museums and physical sites, digital channels, expert staff and the State collection – create significant social value for Victoria and Victorians and amplify the economic, cultural and educational benefits we generate every year.

Data is reported in three key sections:

1. In-person engagement: Admissions to our venues, outreach programs including in-person education, admissions to outbound touring exhibitions, stakeholder events and front-of-house and back-of-house tours, and visitors to Museums Victoria's venues and events.

2. Community and sector engagement: Published papers and publications, conference presentations, research and project partnerships, creative collaborations, outward loans of objects and images, information enquiries, learning kits and reminiscing kits, volunteers and internships.

3. Digital reach: Website sessions, YouTube views, social media reach and unique email opens.



2024–25 highlights



4 million views
for Science is a Superpower
YouTube video series



5,016 visitors
to Museums Victoria's
after-hours 18+
Nocturnal program



261,922 visitors
to Melbourne Museum
Touring Hall exhibitions



25,803
Museums Victoria
Publishing books sold



5,212 enquiries
received by Museums Victoria's
Public Information Team



540,714 student
participation in Museums
Victoria education sessions



2,765 visitors to
*Halloween at the Museum:
Tricks, Eats and Beats!*



> 136,400 visitors
to Joy since it's opening



> 45 million
Museums Victoria records
downloaded from the
Atlas of Living Australia

Further detail about our activity during the year can be found in *Year in Review* (pages 21-42).



Tinkertown, Scienceworks

Source: Museums Victoria | Photographer: Eugene Hyland

2024–25 Year in Review

Over the past 12 months, Museums Victoria has continued to build momentum and deepen our impact through a wide range of programs and collaborations. We're pleased to share a snapshot of the work that defined our year.

- Museums Victoria proudly delivered a diverse program of events and activities that attracted 3.2 million admissions across our venues.
- Our digital platforms recorded average monthly digital reach of 10.1 million, reflecting continued engagement in our work beyond our walls.
- We have launched a range of new premium experiences ranging from Museum Sleepovers to special seasonal events.
- We have delivered a series of exceptional exhibitions across our museums, including *LEGO® Star Wars™: The Exhibition* at Melbourne Museum, and *Tinkertown* at Scienceworks – which was created by our talented in-house teams – as well as the hugely popular *Notre-Dame: The Augmented Exhibition* at Immigration Museum.

- The Museums Victoria Research Institute continued to deliver globally significant research findings, including the discovery of the world's oldest known megaraptorid fossils, the first evidence of carcharodontosaurs in Australia and the confirmed presence of critically endangered Plains-wanderers in Melbourne's west.
- Museums Victoria has proudly adopted the Hidden Disabilities Sunflower program to raise awareness and ensure staff can offer respectful, discreet support to visitors with non-visible conditions such as autism, dementia or mental health issues.

This review highlights the key achievements and stories that defined our year, reflecting our progress against the Museums Victoria Strategic Plan 2025–30.

Strategic direction one: Our exhibitions and experiences

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

Performance against our Strategic Plan

- ✓ 15 exhibitions presented at our museums including the highly successful *Victoria the T. rex*, *Air Playground*, *Notre-Dame: The Augmented Exhibition* and *LEGO® Star Wars™: The Exhibition*.
- ✓ *Illuminate: How science comes to light* toured to Bendigo Discovery Science and Technology Centre.
- ✓ More than 1,000 outreach education programs delivered across Melbourne and regional Victoria.
- ✓ Education programs connected with students and schools across Victoria, with 540,714 participants.
- ✓ Our unique digital content reached an average of 10.1 million users per month, with more than 9.6 million website views during the year.

In 2024–25, we delivered an exceptional program of experiences, events and digital content designed to educate, inspire and connect with audiences of all ages. From blockbuster international exhibitions to immersive installations developed in-house, our museums provided opportunities for learning, reflection and exploration.

First Peoples

Museums Victoria continued to honour and celebrate First Peoples' voices and knowledge through a diverse program of exhibitions and events across our museums and digital platforms.

In July, NAIDOC Week was celebrated with a Family Day at Melbourne Museum featuring live performances, crafts and market stalls supporting First Peoples business, creators and makers. The following month, Scienceworks hosted *Little Kids Day In | Caring for Country*, introducing early learners to First Peoples' knowledge and storytelling.

In October, the *ganbu marra* runway opened Melbourne Fashion Week at Melbourne Museum, while the AFL Women's Indigenous Round was launched at Bunjilaka Aboriginal Cultural Centre and *Biik Milboo Dhumba | Country is always talking* in the Forest Gallery.

In June, *Stronger Families, Stronger Communities* opened at Bunjilaka. Developed in collaboration with First Peoples community organisation Dardi Munwurro, the exhibition features a mural stretching the length of the Birrarung Gallery.

Exhibitions and program highlights

From immersive storytelling to hands-on experimentation, this year's exhibitions offered impactful opportunities for learning and exploration.

Victoria the T. rex roared into Melbourne Museum in June 2024, bringing one of the world's most significant *Tyrannosaurus rex* fossils to Australian audiences. More than 143,000 visitors experienced this remarkable immersive exhibition, presented with support from Museums Victoria Tourism Partner, V/Line. The exhibition was complemented by the popular dinosaur-themed pop-up diner, Dino Bites, that welcomed more than 20,000 patrons during the exhibition's run.

At the Immigration Museum, the emotive *Joy* exhibition – featuring the work of seven Victorian artists – continued to delight audiences, with an estimated 136,400 visitors since the exhibition opened in March 2024. This popular exhibition was made possible with the support of Museums Victoria's Colour Partner, Taubmans, our Flooring Partner, Godfrey Hirst and GH Commercial and Nova Entertainment.

Other exhibition highlights from the year include:

- Following the success of *Air Playground* (Scienceworks), *Tinkertown* transformed engineering and design concepts into playful and inventive STEM-learning experiences for children and families.
- *Māreikura - Ka rere te rongoā* (Immigration Museum), created by Māori storyteller Irihipeti Waretini as part of the Culture Makers program, featured 15 stunning photographic portraits of Māori women with *moko kauae* (traditional chin tattoos) and a carved *pou* (pillar). Produced by Museums Victoria with support from the Scanlon Foundation, the Culture Makers initiative brings underrepresented voices into museum spaces through co-created digital storytelling.
- *Notre-Dame de Paris: The Augmented Exhibition* (Immigration Museum) brought to life the architectural history of the cathedral through an innovative augmented reality experience.
- *Antopia* (Melbourne Museum) used state-of-the-art technology to create a playful, multisensory adventure into the hidden world of ants through interactive digital environments and hands-on activities.
- *Top Designs*, now in its 25th year, celebrates Victoria's next generation of designers with works by 77 students that re-imagine innovative, renewable and inclusive futures.

Our in-house designed exhibition, *Illuminate: How science comes to light*, opened in March at the Bendigo Discovery Science and Technology Centre as part of its outbound tour. Further information is detailed in *Museums Victoria in Regional Victoria* (pages 36-37).

A full list of temporary and touring exhibitions can be found on pages 38-40.

LEGO® Star Wars™: The Exhibition

Distant galaxies came to Melbourne Museum on *Star Wars Day* – May 4, 2025 – with the launch of the world's first-ever *LEGO Star Wars* exhibition. This immersive, large-scale experience invited fans of all ages to discover the saga's most iconic characters, starships and scenes, spectacularly re-imagined using millions of LEGO bricks.

Created by Ryan 'Brickman' McNaught, the only LEGO Certified Professional in the southern hemisphere, *LEGO Star Wars: The Exhibition* features the largest collection of life-sized *LEGO Star Wars* models ever assembled. Highlights include fan-favourite C-3PO, meticulously crafted with 'Pearl Gold' LEGO bricks developed especially for this exhibition.

LEGO Star Wars: The Exhibition drew more than 70,000 visitors in its first two months, offering fans, families and first-time museum goers a unique encounter with design and popular culture.

LEGO Star Wars: The Exhibition was made possible with the support of Visit Victoria, Ryan McNaught, LEGO, Disney, V/Line and Linfox.

Extending the experience, the one-of-a-kind *Star Wars* Galactic Café launched in June 2025. Inspired by the beloved world of *Star Wars*, the café invites visitors aboard a Corellian Star Cruiser for a themed dining experience that blends science fiction, storytelling and hospitality in a unique setting.

An Australian-first collaboration between Museums Victoria, The Walt Disney Company Australia & New Zealand and Lucasfilm, the café adds a new dimension to our museum visit.

In 2024–25, our cultural, industry, community and event partnerships continued to grow, extending our public programming across Melbourne and Victoria.

A highlight was the launch of the inaugural Playbound! Festival – a city-wide celebration of children, presented in partnership with the City of Melbourne during the 2024 winter school holidays. Centred at Melbourne Museum, Playbound! delivered a record-breaking school holiday program and brought thousands of families together through creative, educational and playful experiences.

Throughout the year, our museums marked many cultural celebrations. In February, Lunar New Year festivities lit up Melbourne Museum, followed by Cultural Diversity Week at Immigration Museum in March, celebrating the many communities that call Victoria home.

In September, Scienceworks hosted the first-ever Science is a Superpower Festival – a vibrant two-day event aimed at girls and young students. With more than 3,800 attending, the festival featured live experiments, STEM Q&As and play-based learning activities designed to spark curiosity and build confidence. The festival was supported by a gift made in memory of Dr Leon Taft, a former Scienceworks volunteer.



LEGO® Star Wars™: The Exhibition, Melbourne Museum
Source: Museums Victoria | Photographer: Eugene Hyland

We were also proud to participate in a wide range of major cultural festivals and events throughout the year, including Midsumma, Melbourne Design Week, PayPal Melbourne Fashion Festival, Now or Never, Melbourne International Comedy Festival, National Science Week, Melbourne Italian Festa and Melbourne Fringe Festival.

Notre-Dame de Paris: The Augmented Exhibition

In December, visitors to the Immigration Museum's iconic Long Room were able to step into the past with *Notre-Dame de Paris: The Augmented Exhibition*. Blending medieval history with modern technology, this internationally acclaimed exhibition offered visitors a breathtaking 3D, 360-degree journey through one of the world's most revered landmarks. The exhibition shone a light on the craftsmanship, artistry and vision of the cathedral's architects – from its 12th century origins to its meticulous restoration following the devastating 2019 fire.

The exhibition experience was extended through a rich program of events, including expert talks, tours and French language lessons. Due to overwhelming public response, the exhibition was extended, culminating in Notre-Dame After Dark, a sold-out immersive concert experience.

Museums Victoria gratefully acknowledges L'Oréal Groupe, Histovory and Public Establishment – responsible for the conservation and restoration of the Cathedral of Notre-Dame de Paris – for making this remarkable exhibition possible.

The Melbourne Planetarium at Scienceworks continued to captivate audiences throughout 2024–25 with unique experiences that combined science, storytelling and spectacle.

The fifth annual *Dome Under Film Festival* returned from 31 January to 2 February, featuring a curated program of fulldome films from around the world. As Australia's only festival dedicated to the fulldome format, *Dome Under Film Festival* drew more than 1,100 visitors, including four sold out sessions – making this the most highly attended festival to date.

On 14 February, Scienceworks hosted its popular Valentine's Day event, welcoming more than 600 visitors to an evening of Planetarium shows and stargazing through telescopes. Guests also experienced *Museum of the Moon* – a spectacular four-metre replica of the moon installed in the Planetarium foyer, thanks to support from the Piers K Fowler Scholarship Fund.

Digital Life

Our digital content continues to play a vital role in extending Museums Victoria's reach and deepening engagement with audiences across Victoria and beyond.

This year, the Digital Reach Footprint Project recorded an average monthly reach of 10.1 million across Museums Victoria's digital platforms. Standout moments included:

- Season 2 of *Science is a Superpower*, hosted by STEM advocate and “science superfan” Holly Ransom, launched in February. The series has now accumulated 4 million views across both seasons.
- A high-impact digital campaign for the launch of *LEGO Star Wars: The Exhibition*.
- A Giant “Sad” Otter returns social media reel marking the return of the Giant Otter to Melbourne Museum, that reached more than 57,000.

These initiatives illustrate how digital storytelling is amplifying Museums Victoria's knowledge and unique museum experiences to reach audiences right across Australia and around the world.

Education: Expanding equity, reach and impact

Design education for teachers continues to be supported through the generous gift from Creative Futures Ltd. This year, the program expanded to provide an Outreach initiative for teachers in regional and rural areas around Shepparton, delivered in November. This initiative strengthens the delivery of high-quality Design and Technologies education across Victoria, fostering essential STEM and design skills. By promoting innovation and creative thinking, the program supports Victoria's leadership in design and technologies and contributes to an innovation-driven economy.

In August, Museums Victoria launched the Learning Access Fund, offering free or subsidised education programs to schools facing social disadvantage that hadn't visited our museums in the past two years. Already, the fund – made possible thanks to the generosity of our donors and corporate partners – has supported 2,000 students from over 35 schools across Victoria.

Our Outreach education program continues to bring education directly to classrooms across the state, reaching more than 33,200 kindergarten children and students at 700 kindergartens and schools. The Outreach program ensures access to learning opportunities is not limited by geography.

Further information regarding our regional educational programming is detailed in Museums Victoria in Regional Victoria (pages 36–37).

In early 2025, we launched *Vision for the Future: Education and Programming Strategy 2025–2030*, with the goal of increasing the reach and impact of our programs. This strategy recognises Museums Victoria's unique strengths in STEM, natural history, humanities and First Peoples knowledge and culture, and outlines how we'll grow our role as a leader in lifelong learning.

To inform this strategy, Museums Victoria's Audience Insights team engaged directly with educators – including both non-visiting schools and our strongest supporters – to better understand barriers to participation and what educators value most about our offer.

Looking ahead

In 2025–26, we will continue to deliver wondrous new exhibitions, inspiring educational experiences and expanded digital content.

Planned highlights include:

- *Treasures of the Viking Age: The Galloway Hoard*, a touring exhibition from National Museums Scotland, of one of Europe's most significant archaeological finds, opening in August at Melbourne Museum.
- *Order Up*, a new contemporary art exhibition by Daniel Saade and Redmond Stevenson, opening at the Immigration Museum in October.
- *Transmutation*, featuring the works of leading Papua New Guinean artists, opening in December at Bunjilaka Aboriginal Cultural Centre.

- Continued national and regional touring of our in-house developed exhibition, *Illuminate: How science comes to light* and *Air Playground*.
- A special display celebrating Phar Lap's 100th birthday in 2026 – the Year of the Horse – at Melbourne Museum.

Something wondrous is coming

In September 2025, Melbourne Museum will unveil *Our Wondrous Planet* – a bold and breathtaking new permanent exhibition celebrating the extraordinary biodiversity that surrounds us.

Spanning 1,800 square metres, this major new space will immerse visitors in the incredible biodiversity of natural environments around the world. Visitors will be invited to experience a lush rainforest canopy from above, follow atmospheric currents across the globe, connect with root networks under the soil, discover the abundant life within coral reefs and encounter hundreds of remarkable animal species up close.



Notre-Dame de Paris: The Augmented Exhibition, Immigration Museum
Source: Museums Victoria | Photographer: Eugene Hyland

Strategic direction two: Our research and collections

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

By preserving and developing the State collections, we ensure Victoria's cultural, scientific and technological heritage will be available for future generations.

Performance against our Strategic Plan

- ✓ Internationally significant scientific discoveries, including the development of innovative AI tools to detect critically endangered Plains-wanderers in Melbourne's west.
- ✓ New research based on Museums Victoria's palaeontology collections showing that carnivorous dinosaurs thrived in Australia 120 million years ago.
- ✓ Landmark studies on the impacts of the 2019–2020 Black Summer and 2024–2025 Grampians-Gariwerd bushfires on biodiversity.
- ✓ Acquisition of a unique, 8.2-carat yellow diamond crystal collected from Beechworth, Victoria.
- ✓ A new series of displays showcasing highlights from the State collection in foyer areas of Melbourne Museum.

This year marked the final year of the 2019–25 Research and Collections Strategy, with planning underway for the launch of an updated strategic plan in 2025–26. Projects were delivered across all strategic areas, including significant acquisitions and research contributions that reinforced the Research Institute's international standing as a leading museum-based research organisation.

Research

Museums Victoria Research Institute has continued to lead and contribute to important research spanning science, conservation, contemporary humanities and First Peoples knowledge.

As a key partner in the Australian Research Council – Linkage Project *Repairing Memory and Place*, led by Monash University, Museums Victoria conducted research projects



Oskar Lindenmayer, Collection Manager, Geosciences examining a large topaz crystal from Cooyal Creek, Mudgee, NSW
Source: Museums Victoria | Photographer: Eugene Hyland

focused on integrating First Peoples knowledge with urban water management in bayside Melbourne.

Building on this commitment to innovation and conservation, AI-powered technology developed in partnership with the Queensland University of Technology led to the rediscovery of the endangered Plains-wanderer in Melbourne's west after more than 30 years. Supported by The Stuart Leslie Foundation, the project deployed audio recorders or 'song meters' and used AI call recognisers to detect the bird's distinctive calls.

Further advances in biodiversity preservation were made through the continued development of the Ian Potter Australian Wildlife Biobank. Collaborative research with the University of Melbourne and Zoos Victoria, as part of an Australian Research Council – Linkage Project, has provided cells for critical research, leveraging advances in reproductive technologies and cloning to help safeguard genetic diversity and prevent extinction.

In other research, Research Institute scientists discovered a new mineral for Victoria, Muonionalustaite, identified on meteorites collected from Cranbourne in southeast Melbourne. This rare mineral sample is the third known occurrence from anywhere in the world and underscores the significance of the geological collections managed by Museums Victoria.

Ongoing analysis of biological collections from Museums Victoria-led expeditions to Australia's Indian Ocean Territories in 2021 and 2022 has delivered significant results. Nine research papers authored by Research Institute staff and collaborators were published in the *Memoirs of Museums Victoria* and *Museums Victoria Science Reports*, cataloguing more than 300 species of brittle stars and other marine invertebrates. This project was supported by The Nekton Foundation (UK) and Nippon Foundation (Japan).

Research Institute staff were able to apply international best practice in taxidermy conservation to recolouring historical specimens in the State collection. Research conducted in the USA during the year informed new methods now being applied at Museums Victoria, including in preparations for the upcoming *Our Wondrous Planet* exhibition.

First evidence of megaraptorid dinosaurs living in Australia

Groundbreaking research by Research Institute curators, collection managers and postgraduate students has uncovered the world's oldest megaraptorid fossils and the first evidence of carcharodontosaurs in Australia. These discoveries, based on dinosaur fossils unearthed from Victoria's Bass Coast, are rewriting scientific understanding of dinosaur evolution and distribution, particularly the diversity and distribution of carnivorous theropods across the ancient supercontinent, Gondwana.

The fossils, including shin and tail bones, represent the earliest known examples of megaraptorids, pushing back the evolutionary timeline for this group of theropod dinosaurs. Equally significant is the identification of carcharodontosaurs – large carnivorous dinosaurs previously unknown from this region – revealing a predator hierarchy that is unique to Cretaceous Australia.

Together, these findings redefine the evolutionary history of theropods in the Southern Hemisphere and highlight the distinctiveness of Victoria's ancient ecosystems.

The State collection

The management and development of the State collection – formed over 170 years and now comprising more than 15 million items – is a core function of the Research Institute. This year saw significant progress across acquisition, registration, digitisation and the responsible deaccessioning of collection material.

In collaboration with University of Melbourne academics, Research Institute staff commenced a pilot project applying machine learning and computer vision to assist in the registration of natural sciences collections, beginning with invertebrate palaeontology material. This initiative was supported through the McCoy Project's 2025 Seed Fund scheme and reflects Museums Victoria's focus on innovation in collections management.

Several significant acquisitions further enriched the State collection. Among them was an exceptional 8.2-carat yellow diamond crystal discovered near Beechworth in north-eastern Victoria in the 1970s – the largest diamond recorded from Victoria. Another notable acquisition was a striking butterfly brooch set with benitoite – an extremely rare gemstone – along with spessartine garnets and diamonds, representing a remarkable and unique addition to the mineral collections. This unique piece was donated by US jewellery designer Bernadine Johnson and Elvis 'Buzz' Grey in memory of the late Jon Johnston.

The 2024–2025 Collection Deaccession Plan was completed with funding assistance from Creative Victoria, ensuring the continued integrity and relevance of the State collection. This organisation-wide program takes a proactive approach to identifying and responsibly removing items from the collections that are unnecessary or inappropriate, improving the collections' overall quality and focus.

In December, the formal transfer of the Donald Thomson collection to the University of Melbourne was completed. The collection – on long-term loan to Museums Victoria from the University and the Thomson family since 1973 – is of deep importance to First Peoples communities of origin, including more than 90 communities in Northern and Central Australia.



Dr Joanna Sumner, Manager, Genetic Resources conducting work related to Ian Potter Australian Wildlife BioBank
Source: Museums Victoria | Photographer: Eugene Hyland

Museums Victoria also continued its work repatriating cultural materials, with the support of the Commonwealth Government. Close collaboration with communities, including representatives from the Warlpiri community in the Northern Territory, enabled the return of both restricted and open collections. In Victoria, Museums Victoria continued to work closely with the Victorian Aboriginal Heritage Council regarding the ongoing safekeeping of Ancestral Remains on the Council's behalf.

State collection showcases

A vibrant new series of displays showcasing highlights from the collections launched at Melbourne Museum in November. Installed in non-gallery spaces, these rotating displays bring treasures from the collections into public view, with the first display featuring rare and historical items from the numismatics collection.

Two other displays followed, featuring the Queen of Hearts Cape by Australian designer Jenny Bannister and a collection of spectacular personal adornments from the Pasifika Collections. These foyer displays are intended to be agile and responsive, providing visitors with new insights into the remarkable breadth and depth of the State collection.

Museums Victoria loaned highly significant historical artworks from western Arnhem Land, Northern Territory, for the University of Melbourne's landmark exhibition *65,000 Years: A Short History of Australian Art* which opened at the Potter Museum of Art in May. The series of bark paintings by unknown artists was originally collected at Oenpelli (now Gunbalanya) in 1910–1914, and forms part of Museums Victoria's Walter Baldwin Spencer and Paddy Cahill Collections.

Looking ahead

The year ahead will see the Research Institute build on its strengths, delivering innovative cross-disciplinary research, and deepen its impact through strategic collaborations and partnerships.

Key initiatives include:

- The 2025–30 Research and Collections Strategy will define the Research Institute's priorities over the next five years and its contribution to Museums Victoria's strategic goals.
- Increasing collection registration and digitisation remains a priority, particularly for First Peoples collections, enhancing research potential and ensuring they are accessible to relevant communities.
- In October, Museums Victoria will announce the Gold Jewellery Acquisitive Prize – a major new initiative to commission significant pieces of jewellery and personal adornment for the State of Victoria Gold Jewellery Collection. The Prize explores the complex role of gold in historical and contemporary Victoria and is made possible through the support of donors including Diana Morgan AM, Ian Armstrong OAM and Mary Armstrong.
- Research will continue into rare and endangered species of our region, including the formal description of a newly identified species of native bee (*Lasioglossum* sp.) discovered in New South Wales.
- Delivery of the next series of showcases highlighting the collections, as well as refreshed displays in the Research Institute Gallery at Melbourne Museum, creating new opportunities to share research insights and collection stories with our audiences.

Strategic direction three: Our people

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

Performance against our Strategic Plan

- ✓ The inaugural Museums Victoria Awards were held on 23 October 2024, celebrating excellence across the organisation.
- ✓ Museums Victoria's new Accessibility and Inclusion Action Plan was launched in August 2024.
- ✓ The pilot Careers at the Museum program provided paid placements for participants from culturally diverse backgrounds, offering meaningful, hands-on experience across a range of museum roles.
- ✓ Museums Victoria commenced the third year of our First Peoples Cadetship Program.

Museums Victoria's achievements are underpinned by the dedication and collaboration of our staff and volunteers. Our continued success relies on building capabilities and nurturing a culture of teamwork, accountability and mutual respect.

An example of this commitment is the First Peoples Cadetship Program, which welcomed its third intake this year with the generous support of The Hugh D.T. Williamson Foundation. Cadets are supported by a dedicated staff coordinator and provided with structured development pathways, mentoring and opportunities to explore different roles within the museum.

The Cadetship Program is part of Museums Victoria's broader focus on promoting respectful, inclusive and culturally informed practices across our organisation. We work in close partnership with First Peoples communities to shape employment pathways, training programs and roles that are grounded in cultural knowledge. Central to this work is our First Peoples Cultural Competency Program – a unique learning experience developed by Museums Victoria to deepen understanding of First Peoples cultures and our shared history.

Throughout 2024–25, Museums Victoria delivered a range of initiatives and projects to sustain a supportive, inclusive and high-performing workplace. Our commitment to strengthening an empowering culture was reflected in our training programs, staff events and investments in leadership and development.

A robust learning and development program supported staff at all levels, with organisation-wide training on unconscious bias and the Respect at Work program helping to foster a safe and respectful workplace culture. The Building Resilient Teams program equipped managers with practical tools to support team wellbeing and lead through challenges with confidence. These efforts reflect

Museums Victoria's core commitment to inclusion and equity, ensuring that all employees – regardless of sexuality, gender, race, culture, ability or identity – feel valued and supported to thrive.

Museums Victoria proudly adopted the Hidden Disabilities Sunflower program to raise awareness and improve support for visitors and staff living with non-visible disabilities, such as autism, dementia, mental health conditions and learning disabilities. Training was provided to both public-facing and back-of-house staff to ensure respectful and discreet assistance is available to those who need it.

In February, Museums Victoria proudly participated in Melbourne's iconic Midsumma Pride March for the first time. Coordinated by our LGBTQIA+ employee network, more than 40 employees, friends and family members marched together in a celebration of gender and sexuality diversity. The group was awarded *Most Innovative Award* for its creative theming, which included t-shirts, a banner and a bike-mounted speaker system housed inside a sparkling *Tyrannosaurus-rex* head.

Careers at the Museum – supported by Scanlon Foundation

This year Museums Victoria piloted the Careers at the Museum program, providing paid, hands-on experience for participants from culturally diverse backgrounds. The program offered meaningful exposure to the range of work undertaken across the organisation and supported participants in exploring possible career pathways in the museum and cultural sector.

Delivered over three weeks in partnership with Ubuntu Project and with the generous support of the Scanlon Foundation, the pilot welcomed nine participants aged 18 years and over. More than 15 departments across Museums Victoria took part, providing a wide range of professional learning opportunities.

Participants received holistic support throughout the program – from recruitment through to program completion and beyond. This included on-site career progression sessions led by Ubuntu Project, as well as opportunities to connect with members of Museums Victoria's Cultural Diversity Employee Network.

This initiative reflects Museums Victoria's ongoing commitment to inclusion and workforce diversity. It also forms part of our journey as a member of Welcoming Workplaces – a national network that supports organisations to build welcoming and inclusive cultures.

In further support of employee wellbeing, a group of staff completed Mental Health First Aid training in June. These trained mental health first aiders are now available across all sites, helping to create an environment where mental health can be discussed openly, and where early intervention is encouraged.

Other initiatives to increase workforce diversity included the completion of a Cultural Diversity Recruitment Research Project in partnership with the Scanlon Foundation. The project examined real and perceived barriers affecting candidates from culturally diverse backgrounds and identified practical improvements at each stage of the recruitment process. Findings from the project will inform ongoing efforts to address barriers to creating a more culturally representative workforce.

The inaugural Museums Victoria Awards evening was held on 23 October 2024, recognising outstanding achievements across all areas of our organisation. With more than 200 nominations across 10 values-based awards categories – as well as a Rising Star Award for an emerging leader, and the CEO Award for an outstanding colleague who embodies Museums Victoria values – the evening was a celebration of excellence, teamwork and the culture of respect that we strive to uphold.

In March we marked International Women's Day with a full week of events, including a sector-wide evening gathering and a breakfast at Immigration Museum, hosted by the Board President and CEO. The event was followed by a private tour of *Notre-dame de Paris: The Augmented Exhibition*.



2025 International Women's Day event at Melbourne Museum
Source: Museums Victoria | Photographer: Rodney Start

To deepen our understanding of workforce inclusion, we launched a new Employee Diversity Questionnaire. Insights from this initiative will inform future strategies and support important initiatives such as Museums Victoria's Gender Equality Workforce Audit.

Developing leadership capability remains a key priority. The second intake of the Emerging Leaders Program and People Management Essentials Program focused on building future-ready skills and strengthening leadership across Museums Victoria.

Accessibility and Inclusion Action Plan

Museums Victoria's Accessibility and Inclusion Action Plan 2024–27 was published online in August 2024, reaffirming our commitment to creating inclusive, welcoming environments across all our physical and digital spaces.

Developed with support from Arts Access Victoria, the plan recognises valuable contributions of community members and employees in shaping a more accessible organisation. It builds on this foundation through a coordinated, organisation-wide approach focused on awareness, consultation and feedback to enhance the experiences of both visitors and employees.

The plan includes priorities to enhance experiences for both visitors and staff, including staff training, impact monitoring and ongoing consultation with Deaf, Disabled, and neurodivergent communities to inform major projects and initiatives. Robust feedback systems will also play a key role in supporting accountability and ongoing improvement.

By the end of the plan period, Museums Victoria aims to embed inclusive practices more deeply across all areas of operation – ensuring that access, equity and belonging remain central in everything we do.

Further detail about Museums Victoria's employee profile and workplace culture can be found on pages 66-73.

Looking ahead

In the coming year, Museums Victoria will continue to increase employee capabilities and foster a safe, inclusive and enabling workplace culture:

- Our Attraction and Retention Strategy will be rolled out to help ensure we continue to attract, support and retain exceptional people across the organisation.
- We will maintain momentum on key commitments in our Accessibility and Inclusion Action Plan 2024–27 and Gender Equality Action Plan, delivering meaningful actions to support equity and representation.

Strategic direction four: Our places

Strategic objective: We ensure our museums, sites and facilities are thriving for future generations.

Performance against our Strategic Plan

- ✓ A rapid emergency response and successful transition to recovery following an unprecedented flooding incident at the Merri-bek Collection Facility.
- ✓ Development of concept designs to inform master planning for the Royal Exhibition Building's revitalisation.
- ✓ Restoration and reopening of the Scienceworks Arena following Melbourne Water's major two-year construction works.

Museums Victoria's buildings and facilities are central to both the visitor experience and the protection of the State collection. We are committed to maintaining safe, welcoming spaces that support the breadth of our activities while investing in long-term preservation, accessibility and environmental sustainability.

Collection storage facilities

Our highest priority this year has been the response to an unprecedented collection emergency, when a burst pipe caused major flooding at the Merri-bek Collection Facility. The incident in November affected thousands of collection objects and triggered a swift, coordinated response led by the Collection Emergency Response Team and Strategic Facilities Management.

Thanks to the tireless efforts of these teams, and with support from staff across the organisation, the project transitioned from emergency response to recovery within 16 weeks. The current recovery phase – continuing into 2025–26 – includes implementation of the Recovery Project Management Plan, restoring damaged infrastructure and establishing a dedicated containment facility to carefully assess, treat and conserve affected objects.

Alongside this work, Museums Victoria continues to investigate long-term solutions for collection storage, including expanded capacity in peri-urban and regional areas, as part of the broader Collection Storage Upgrade Project.

Environmental sustainability

As cultural leaders, museums play an essential role in advancing environmental awareness and climate action. At Museums Victoria, we are embedding sustainability across our operations and programming, contributing to global efforts while reducing our carbon footprint.

In 2024–25 we continued to work towards Museums Victoria's sustainability goals and 2030 Net Zero Plan including:

- Successful delivery of Phase 3 of the Energy Performance Contract, with the replacement of chillers and HVAC infrastructure at Melbourne Museum. This project – which has already delivered energy efficiency upgrades and asset optimisation initiatives – has now entered its measurement and verification phase, which will continue through to 2028–29.
- Procurement of 50% Green Power for our museums and sites through the State Purchase Contract, increasing to 100% from 1 July 2025. This initiative is expected to reduce Scope 1 and 2 emissions by more than 75% from 2019 levels.

We also commenced development of a dedicated Environmental, Social and Governance (ESG) framework designed to guide and report our environmental and social impacts alongside financial performance. The framework will articulate clear focus areas – including sustainability, equity and inclusion and ethical governance – and provide a roadmap for enhancing Museums Victoria's broader social value and accountability.

Sustainability at our retail stores

Museums Victoria's retail stores – at Melbourne Museum, Scienceworks and online – remain a popular destination for visitors and an important contributor to revenue. In 2024–25, the retail team deepened its commitment to sustainability through initiatives including:

- Reducing single-use plastic items in-store and in the development of Museums Victoria-branded products wherever possible.
- Using FSC-certified stationery and recycled filling for plush toys.
- Prioritising local production where feasible.
- Encouraging sustainable packaging and consolidated shipping from suppliers.
- Repurposing retail fit-out materials to reduce waste.

The retail team also completed a full product audit to inform a new sustainable retail strategy, with supplier consultations focused on reducing single-use plastics.

Our environmental performance report can be found on pages 52–59.

Melbourne Museum Precinct

Our magnificent heritage buildings – including the Pumping Station at Scienceworks, Old Customs House and the World Heritage-listed Royal Exhibition Building – are vital cultural assets for all Australians. Balancing their conservation with their active use remains a key organisational priority.

This year, Museums Victoria commenced work on shaping our long-term vision for the Royal Exhibition Building, engaging Trower Falvo Architects to develop master plan concepts that will position the building as a global destination and leading venue for Australia's premier exhibitions and events.

Scienceworks

After more than two years of major works by Melbourne Water, the Scienceworks Arena was fully restored and reopened to the public in December. To mark its return, Scienceworks presented Summersphere, a summer holiday program featuring a geodesic dome, large-scale games and interactive family experiences designed to activate the space in a fun, science-filled way.

Looking ahead

In 2025–26, our priorities include:

- Launching Museums Victoria's ESG framework.
- Continuing progress towards our Net Zero 2030 emissions target.
- Advancing master planning for the Melbourne Museum Plaza, Royal Exhibition Building and Scienceworks.
- Continued delivery of the Merri-bek Flood Recovery Project, including repairs to storage infrastructure and development of a temporary facility to safely assess and conserve impacted collection items.



Summersphere summer holiday program at Scienceworks
Source: Museums Victoria | Photographer: Eugene Hyland

Strategic direction five: Our future sustainability

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

Performance against our Strategic Plan

- ✓ 40% of Museums Victoria's operating budget was generated through self-generated revenue.
- ✓ Museums Victoria has built significant momentum in growing philanthropic and corporate support.
- ✓ A new suite of premium events, including the hugely popular Museum Sleepovers at Melbourne Museum, were launched to drive revenue and attract new audiences.
- ✓ Major partnerships were renewed with VicHealth and the Department of Education.
- ✓ IMAX Melbourne's signature film festivals – *Spacetember* and the *BBIFF (Best Biggest IMAX Film Festival)* – returned to the screen, showcasing iconic IMAX releases.

A priority for Museums Victoria is growing self-generated revenues and strengthening long-term financial sustainability through commercial operations, philanthropy and corporate partnerships. Self-generated revenue was \$44.7m in 2024–25, representing 40% of Museums Victoria's total revenue.

Commercial highlights this year included the introduction of a new suite of premium offerings and special events, which built on established commercial and development activities. These initiatives enhanced the Museums Victoria brands and offered fresh and memorable ways for visitors to experience our museums.

New offerings introduced in 2024–25 included premium and highlights tours and a calendar of regular events such as Nocturnal: Museum After Dark. Special seasonal events also played a key role in driving revenues:

- *Halloween at the Museum: Tricks, Treats, Eats and Beats!* made its debut on 31 October. The evening began with family-friendly programming – trick-or-treating, themed tours, science shows and expert talks – before transitioning to an adult-focused experience with live music, ghost tours and a special screening of the Australian cult horror film *The Babadook* at IMAX Melbourne. The sold-out event attracted close to 3,000 visitors and received overwhelmingly positive feedback.
- The first-ever Great Museum Easter Egg Hunt welcomed 1,550 visitors across the Easter weekend. Participants created Easter baskets and followed clues to uncover egg-themed treasures hidden throughout the galleries – collecting chocolates and learning about the State collection along the way.

- Museums Victoria's Mother's Day High Tea returned to the Royal Exhibition Building with a sold-out crowd enjoying an indulgent high tea beneath the magnificent dome of this UNESCO World Heritage-listed site. The event attracted media coverage on Channel 9 and Channel 7 news.

Museums Victoria also progressed its refreshed tourism strategy, targeting regional, interstate and key international markets. A major focus was on strengthening partnerships with inbound and international operators – including KKDay, Klook and Trip.com – to enable global, year-round ticket sales. Collaborations continued with key tourism partners such as City of Melbourne, Visit Victoria and Melbourne Airport.

Museum Sleepover Series

In 2024–25 Museums Victoria launched Museum Sleepovers, a new premium experience at Melbourne Museum that expanded our range of after-hours programming. Offered during the winter, summer and autumn school holidays, this unique experience invited families to enjoy guided tours of permanent and temporary exhibitions, photo opportunities with Trio the baby *Triceratops* puppet, an IMAX film screening and story time, followed by breakfast and an early morning tour of the Gandel Gondwana Garden.

Museum Sleepovers – complete with comfortable mattresses provided by program partner, Ecosa – are part of a growing line-up of tailored experiences designed to spark curiosity and deepen engagement while providing new revenue streams. Audience feedback was enormously positive, with visitors especially noting the special care shown by museum staff:

"...we loved the entire experience. As a nana of 2 over excited children, I was overwhelmed by the care and attention of staff to check on me and offer alternatives to settle the child that was completely exhausted from the wonderment of it all..."
– Visitor

In 2024–25, the Museums Victoria Venues and Events team partnered with a wide range of organisers to deliver some of the city's most memorable major events. From the vibrant Melbourne Italian Festa to the iconic PayPal Melbourne Fashion Festival, our venues continued to provide the setting for uniquely Melbourne experiences.

The Royal Exhibition Building remains a landmark destination for high-profile events, attracting more than 627,000 visitors throughout the year. The Melbourne International Flower and Garden Show alone welcomed more than 115,000 attendees, and featured Museums Victoria's first-ever retail pop-up at the event – a standout

success that reinforced the growing commercial strength of our retail program.

Retail innovation was a strong focus in 2024–25. Timed to coincide with the *Victoria the T. rex* exhibition, Museums Victoria launched the Melbourne Museum: Home of Dinos range – our largest exclusive collection to date. The year also saw the introduction of new brand collaborations, including partnerships with Halcyon Nights, Cheeki and Bronze Betty, designed to complement and expand our exclusive product range. In-store improvements were implemented to enhance the customer experience and drive revenue.

IMAX Melbourne also delivered strong results, welcoming 250,000 visitors across 2,500 screenings of more than 130 titles. The documentary *T. rex 3D*, featuring Museums Victoria's *Triceratops Horridus*, drew more than 51,000 viewers, and blockbuster favourites such as *Mission: Impossible – The Final Reckoning*, *Sinners*, *Gladiator II* and *Deadpool & Wolverine* helped maintain strong audience momentum throughout the year.

Signature programming helped elevate the IMAX experience. Sold-out 10th anniversary screenings of *Interstellar* on IMAX 1570 film drew more than 8,700 fans, while popular nature documentaries such as *Blue Whales 3D* and *Bugs 3D: Micro Monsters* continued to attract big audiences.

In March, a major refurbishment of the IMAX Melbourne foyer and service areas was completed, creating a more welcoming pre-film experience for visitors. Within the first month of completion, IMAX saw a 3% increase in candy bar conversions and beverage revenue. Festival favourites *Spacember* and *BBIFF (Best Biggest IMAX Film Festival)* returned, showcasing IMAX icons from *Akira* to *The Dark Knight Trilogy* and *2001: A Space Odyssey*.

Music screenings also proved popular, with limited-release events like *Becoming Led Zeppelin* and *Pink Floyd at Pompeii – MCMLXXII* playing to sold-out crowds of more than 5,000. Opening night for *Pink Floyd* featured a live foyer performance by Museums Victoria's own house band – an unforgettable night that blended sound and spectacle.

Museums Victoria Publishing highlights

Museums Victoria's Publishing team released five new titles, four new Museum Memoirs papers and multiple reprints of popular backlist books. Our publications continued to build reach and recognition, with several titles earning national accolades. *Madjem Bambandila: The Art and Country of Kelly Koumalatsos* was named a finalist in the Victorian Premier's Design Award, while *An Ant's Guide to Being an Ant* and *Science All Around Us: Big Questions for Curious Kids* were nominated at the 2025 Australian Book Design Awards. *Science All Around Us* went on to win Best Designed Children's Non-Fiction Book.

An Ant's Guide to Being An Ant, created as a companion to the *Antopia* exhibition, quickly became a bestseller,

requiring a reprint just four months after release to meet strong retail demand at Museums Victoria's retail stores and trade bookstores. It was featured in reading guides and newsletters for a number of bookstores and selected as Picture Book of the Month for Collins bookshops nationwide.

Other publishing highlights demonstrated continued strong national engagement and impact in the sector:

- The Indigenous Literacy Foundation ordered 1,005 copies of *From Dinosaurs to Diprotodons* for its Book Supply program, which distributes books to remote communities across Australia.
- Scholastic selected *When the Stars Come Out* by Senior Curator of Astronomy, Tanya Hill, for its Australian Standing Orders (ASO) program, sending 1,000 copies into schools across the country.

These achievements reflect the growing visibility and influence of Museums Victoria publishing, helping to share trusted knowledge, spark curiosity and connect with readers of all ages.

Strong performance across our museums this year was supported by Museums Victoria's Marketing and Communications team, who continued building awareness of our activities across metropolitan, regional, interstate and international markets.

An 'always-on' marketing strategy kept Museums Victoria's brand top of mind year-round, supported by targeted campaigns for major exhibitions and programs including *Victoria the T. rex*, *Antopia*, *Notre-Dame de Paris: The Augmented Exhibition*, *Air Playground*, *Summersphere*, *Tinkertown*, *LEGO® Star Wars™: The Exhibition* and *We Outside*. Partnerships with outlets such as 3KND, 3ZZZ, GAWK Media, Arts Guide, SBS, Triple R, Joy FM and *Broadsheet* helped extend the reach of these campaigns and build strong community connections.

Key promotional partnerships – ranging from City of Melbourne and Visit Victoria to Melbourne Airport, V/Line and Tourism Australia – played a central role in raising awareness and driving visitation.

As always, we are deeply grateful to our members, whose continued support accounts for 20–30% of annual visitation and contributes as much as \$5 million each year to our self-generated revenue. Their ongoing engagement is vital to making our work possible – and in recognition, we launched our inaugural Member Appreciation Week in March, offering exclusive tours, events and special benefits to thank members for the important role they play in our success.

The commitment and generous support of Museums Victoria's donors and corporate partners is essential to our ability to achieve our long-term strategic goals. Among the significant philanthropic support we received this year were contributions from the Scanlon Foundation, Andrew



Museum Sleepovers

Source: Museums Victoria | Photographer: Eugene Hyland

and Geraldine Buxton Foundation, Dr William C Holsworth, the Hugh D.T. Williamson Foundation, the King Family Foundation and the Gabo Foundation.

We also welcomed the generous support of donors and Director's Circle Patrons, including Jenny Bannister, Sue Webb, the Twycross family, Nicholas Marasco and Alexandra Augustine, Tania Ireton and Russell Jones, Dr Linda Young, The Stuart Leslie Foundation, the Piers K Fowler Scholarship Fund and the Asian Australian Foundation.

This year we were delighted to welcome several new corporate partners. Goodstart Early Learning supported the delivery of Dino Days at Melbourne Museum – a program designed especially for our youngest dinosaur enthusiasts. Inspiring Victoria helped expand access to National Science Week programs for audiences facing financial barriers. VicReturn partnered with Museums Victoria to present a summer holiday recycling activation at Scienceworks, and Ecosa joined us to support our popular Museum Sleepovers series.

Continuing partnerships included Museums Victoria Colour Partner Taubmans, who supplied paint for exhibitions and galleries, and Flooring Partner Godfrey Hirst and GH Commercial. We also continued our collaboration with Melbourne Water to present Flushback at Scienceworks, and with Museums Victoria Tourism Partner, V/Line.

Museums Victoria's major partnership with VicHealth saw engaging and educational experiences for audiences presented across our museums, including *The Secret World of Food* programs, the Climate Cafe series, support for the Museums Victoria Learning Access Fund and our upcoming permanent gallery *Our Wondrous Planet*. And we were thrilled to welcomed L'Oréal Groupe as Presenting Partner of *Notre-Dame de Paris: The Augmented Exhibition* at the Immigration Museum.

This year, Museums Victoria also partnered with the Department of Education to deliver educational programs across Museums Victoria as part of the *Best Start, Best Life* initiative. Programs included the *Little Kids' Day In* and *Little Kids' Week In* programs at Scienceworks and Tiny Tours at Melbourne Museum.

Looking ahead

Museums Victoria remains focused on achieving sustainable growth underpinned by strong business performance and attendance at our sites.

Highlights for 2025–26 include:

- New Museums Victoria exclusive retail products and collaborations.
- A range of corporate partner and philanthropic partner-supported activities and programs.
- The debut of an adults-only Museum Sleepover event in July, offering a fresh twist on one of our most popular new programs.
- The return of audience favourites Nocturnal: Museum After Dark and Halloween at Melbourne Museum.
- New releases from Museums Victoria Publishing including companion titles for *Our Wondrous Planet* and *Treasures of the Viking Age: The Galloway Hoard*, along with a beautifully illustrated children's book inspiring young readers and their families to explore and respect the natural world.

Serving All Victorians

Our reach and impact continued this year through engagement with communities across regional Victoria. Through place-based research, fieldwork and a range of programs — including our Outreach Programs, tours, object loans, public events and education initiatives — we extended the museum experience far beyond our physical spaces, ensuring regional communities have access to meaningful encounters with culture, science and history.

Touring regionally

In March, the highly popular Scienceworks exhibition, *Illuminate: How science comes to light*, continued its touring program with the launch of a five-month season at the Bendigo Discovery Science and Technology Centre.

Illuminate is an interactive STEM-themed exhibition exploring the science behind light through colour, sound and action. It was a hit with regional audiences, attracting 11,718 visitors across the financial year, including a record 2,132 attendees in March alone. *Illuminate* demonstrates how regional touring can broaden access to high-quality science learning experiences to audiences across the state.

Education and Outreach

Future Innovators

As a key contributor to education across the state, Museums Victoria delivers learning opportunities to students in every local government area. This includes our work in early-childhood learning, such as the continued delivery of the Future Innovators program – a Department of Education-funded STEM professional development initiative for kindergarten teachers and educators.

Since launching in 2019, Future Innovators has reached educators in every Department of Education Region and Area Team across Victoria. In 2024–25, the program engaged 1,095 participants from 825 early childhood services, building capacity across the sector to embed STEM in early-learning environments and supporting the learning of more than 30,000 preschool-aged children.

Outreach Program

Museums Victoria's Outreach Program delivers high-quality museum experiences to communities where visiting our museums may not be possible due to age, distance or other barriers.

As the largest provider of educational kindergarten incursions in Victoria, the Outreach Program provides a unique 'museum in a van' experience that this year reached more than 250 kindergartens in regional towns including in Warrnambool, Mildura, Ouyen, Swan Hill, Yarrawonga, Lakes Entrance, Leongatha, Inverloch and Maffra – delivering STEM learning and cultural experiences directly to the classroom.

This year, Museums Victoria Outreach also launched a new Rockets and Robots STEM workshop for kindergartens. The program invites young explorers to imagine the future of space travel while building foundational skills in problem-solving, coding and teamwork, all aligned with early childhood learning outcomes.

The Outreach Program has been delivered with the support of the Besen Family Foundation.

Road Smart Interactive

This year, in partnership with the Traffic Accident Commission (TAC), Museums Victoria presented Road Smart Interactive – a new evidence-based, interactive road safety education program for secondary school students in Years 9, 10 and 11 and those undertaking the VCE Vocational Major.

Adapted from the award-winning Road to Zero Experience at Melbourne Museum, this highly interactive program is now delivered across the state and is free for all Victorian secondary schools. Since its 2023 launch, Road Smart Interactive has reached over 19,000 students in more than 80% of Victoria's local government areas.

Road Smart Interactive continued this strong momentum in 2024–25, delivering more than 500 sessions to around 10,000 students across the state. The program is fostering important conversations about road safety while supporting the wellbeing of young people and school communities throughout Victoria.

Research, Collecting and Field Work

The Berlin Project On-Country Workshop

In March, a major workshop was held at Euston-Robinvale on the Murray River (Tati Tati Country) to mark the completion of the Berlin's Australian Archive Project. Funded by German Lost Art Foundation, this three-year project aimed to identify First Peoples cultural knowledge held in Berlin collecting institutions – particularly the Natural History Museum, Berlin – gathered during William Blandowski's Lower Murray Expedition in 1856–57.

The workshop brought together Museums Victoria staff, project leads from the University of Potsdam and University of Trier, representatives from Berlin collecting institutions and more than 30 representatives from different First Peoples groups along the Central Murray region. Participants shared knowledge about First Peoples collections held in Berlin, discussed procedures for accessing this material and explored possible pathways for returning these items to Country.

Grampians-Gariwerd bushfire recovery

Major bushfires in the Grampians-Gariwerd National Park during the 2024–25 Summer impacted areas where Research Institute staff have been conducting fieldwork on rare and endangered species over several years. In collaboration with Parks Victoria and the Victoria Department of Energy, Environment and Climate Action, Museums Victoria researchers have been assessing the bushfires' impact, using tools such as camera traps and acoustic recorders to monitor vulnerable species such as the Smoky mouse, providing critical data that will inform future conservation management.

Research Institute staff are also using new multi-species bird call identifier technology, which has doubled the number of species that can be detected in field recordings. This innovation – made possible with support from the Wettenhall Environment Trust, Cybec Foundation and Foundation for Rural and Regional Renewal – is helping researchers to assess biodiversity patterns before and after the Grampians fires, providing new insights into species resilience and recovery in the wake of these natural disasters.

Temporary exhibitions on view during 2024–25

Location	Exhibition	Dates	Description
Scienceworks	<i>Air Playground</i>	December 2023 – January 2025	This refreshed version of Scienceworks' popular 2019 exhibition explored the science of aerodynamics through hands-on experimentation and play.
Immigration Museum	<i>Joy</i>	February 2024 – December 2025	Featuring newly commissioned works by seven leading Victorian-based creatives, <i>Joy</i> offers personal reflections on the many ways we experience joy – from the carefree years of childhood to celebrating togetherness and belonging.
Melbourne Museum	<i>Top Designs 2024</i>	March 2024 – July 2024	In a continuing partnership with the Victorian Curriculum and Assessment Authority, <i>Top Designs</i> returned to Melbourne Museum to showcase outstanding work by Victoria's VCE and VCE VET design and technology students.
Immigration Museum	<i>Re-Orient</i>	March 2024 – August 2024	Acclaimed Chinese-Italian Australian photographer Pia Johnson explored the colonial legacy of the Immigration Museum building through a powerful series of self-portraits taken within the museum's spaces and collections.
Bunjilaka Aboriginal Cultural Centre	<i>Piinpi: Contemporary Indigenous Fashion</i>	June 2024 – January 2025	A celebration of Indigenous art, history and culture, <i>Piinpi</i> featured garments and textiles by First Nations designers and artists from across Australia. The exhibition was drawn from the Bendigo Art Gallery collection.
Melbourne Museum	<i>Victoria the T. rex</i>	June 2024 – October 2024	This interactive experience brought visitors face-to-face with one of the most significant <i>Tyrannosaurus rex</i> fossils ever seen in Australia. Through fossils, film, augmented reality and holography, audiences journeyed back 66 million years to the Cretaceous period.
Immigration Museum	<i>Māreikura - Ka rere te rongoā</i>	August 2024 – February 2025	Part of the Culture Makers program, this exhibition by Māori storyteller Irihipeti Waretini featured 15 stunning photographs of Māori women with <i>moko kauae</i> (traditional chin tattoos) alongside multimedia works, film and a carved <i>pou</i> (pillar).
Immigration Museum	<i>Notre-Dame de Paris: The Augmented Exhibition</i>	December 2024 – May 2025	Using cutting-edge augmented reality, this immersive exhibition traced the story of Notre-Dame from its medieval origins to the restoration efforts following the 2019 fire.
Melbourne Museum	<i>Antopia</i>	December 2024 – March 2025	A multisensory adventure into the miniature world beneath our feet, <i>Antopia</i> combined digital environments with interactive visuals to reveal the fascinating lives of ants through play and discovery.
Immigration Museum	<i>We Outside</i>	March 2025 – August 2025	Supported by the City of Melbourne Arts Grants, this exhibition by Nigerian-Australian photographer Ayooluwatomiwa 'Ibukun' Oloruntoba celebrates the resilience, diversity and identity of the African-Australian community through powerful photographic storytelling.
Melbourne Museum	<i>Top Designs 2025</i>	March 2025 – July 2025	Marking its 25th year, <i>Top Designs</i> showcases the work of Victoria's next generation of designers, featuring student works that imagine sustainable, inclusive and innovative futures. The exhibition is presented in partnership with the Victorian Curriculum and Assessment Authority (VCAA).

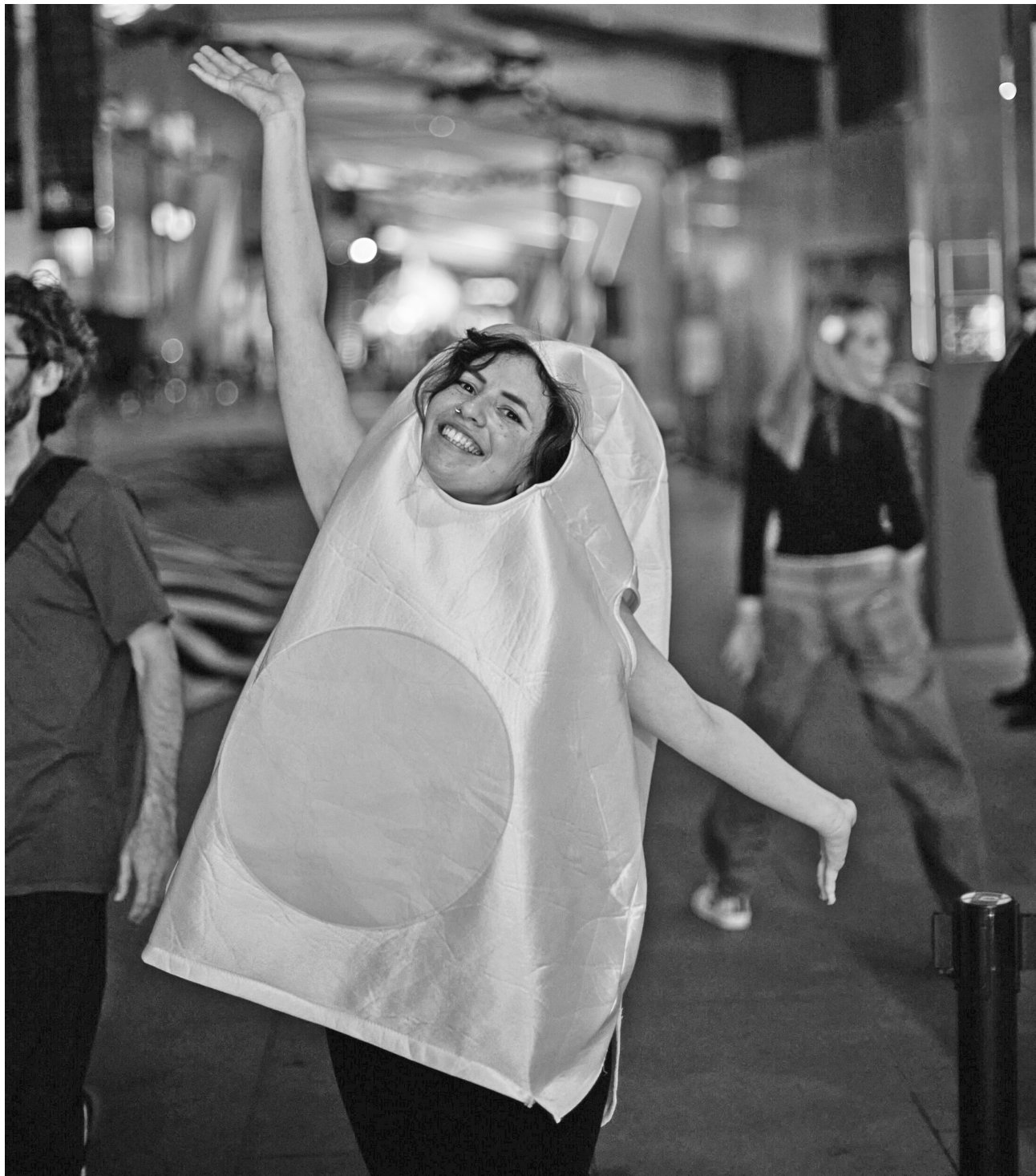
Location	Exhibition	Dates	Description
Scienceworks	<i>Tinkertown</i>	April 2025 – February 2026	A fun, hands-on exhibition designed in-house at Scienceworks, <i>Tinkertown</i> explores engineering and design through playful, interactive experiences that spark creativity and invention.
Immigration Museum	<i>We are the land we walk upon</i>	May 2025	Presented in the Immigration Museum Courtyard as part of the Yirramboi Festival 2025, this installation featured objects and a projection artwork created by Australian First Peoples artists Tess Allas and Frances Belle Parker in collaboration with Canadian First Peoples artist Adrian Stimson.
Melbourne Museum	<i>LEGO® Star Wars™: The Exhibition</i>	May 2025 – January 2026	Created by renowned LEGO Certified Professional, Ryan ‘Brickman’ McNaught, the world’s first <i>LEGO Star Wars</i> exhibition features the largest collection of life-sized <i>LEGO Star Wars</i> models ever created – including a showstopping C-3PO built from specially developed ‘Pearl Gold’ LEGO bricks.
Bunjilaka Aboriginal Cultural Centre	<i>Stronger Families, Stronger Communities</i>	June 2025 – February 2026	Developed in collaboration with First Peoples community organisation Dardi Munwurro, this exhibition features a mural painted on the wall of the Birrarung Gallery in Bunjilaka Aboriginal Cultural Centre.



Notre-Dame de Paris: The Augmented Exhibition, Immigration Museum
Source: Museums Victoria | Photographer: Eugene Hyland

Touring exhibitions 2024–25

Location	Exhibition	Dates	Description
Bendigo Discovery Science and Technology Centre	<i>Illuminate: How science comes to light</i>	March – July 2025	Museums Victoria’s in-house designed exhibition, <i>Illuminate: How science comes to light</i> explores what light is, what we can do with it and how we see.



Nocturnal: Cracked Up
Source: Museums Victoria | Photographer: Eugene Hyland

Museums Victoria collaborations 2024–25

Partner	Project	Location	When
With sector organisations			
City of Melbourne	Now or Never Festival	Royal Exhibition Building and Melbourne Museum	August 2024
City of Melbourne	Playbound!	Melbourne Museum	July 2024
Department of Education	<i>Best Start, Best Life</i> early childhood initiative	Scienceworks	2024–25
Department of Education	<i>Cultural Museums Project</i>	Immigration Museum	December 2024 to July 2025
Melbourne International Comedy Festival	Melbourne International Comedy Festival 2025	Melbourne Museum	April 2025
Midsumma Festival	Midsumma Festival 2025	Immigration Museum Melbourne Museum	February 2025
National Science Week	National Science Week 2024	Melbourne Museum Scienceworks	August 2024
Orygen, Australia’s Centre of Excellence for Youth Mental Health, and headspace, the National Youth Mental Health Foundation	Climate Cafe series	Melbourne Museum	July and August 2024
PayPal Melbourne Fashion Festival	Fashion Talks	Melbourne Museum	March 2025
VicHealth	<i>The Secret World of Food</i>	Scienceworks	February 2025
Victorian Curriculum and Assessment Authority	<i>Top Designs 2025</i>	Melbourne Museum	March to July 2025
Wyndham City Council	<i>Tapestry of Culture</i>	Immigration Museum	March 2025
With other Creative Industries Portfolio Agencies			
Creative Victoria	Melbourne Design Week 2025	Melbourne Museum	May 2025
With individual creative practitioners			
Ayooluwatomiwa ‘Ibukun’ Oloruntoba	<i>We Outside</i>	Immigration Museum	March to August 2025
Carlito’s Way, Alessia, Whelk and QiQi, Femcee, A Vos Limpia	Cultural Diversity Week	Immigration Museum	March 2025
Elyas Alavi (with Sher Ali), Spencer Harrison, Nadia Hernández, Nixi Killick, Jazz Money, Beci Orpin and Callum Preston	<i>Joy</i>	Immigration Museum	March 2024 to December 2025

Partner	Project	Location	When
Irihipeti Waretini, with the support of the Scanlon Foundation Culture Makers program	<i>Māreikura - Ka rere te rongoā</i>	Immigration Museum	August 2024 to February 2025
Sim Chi Yin and Nikki Lam	Asia TOPA Festival, presented by Chamber Made - A Silence That Sits: Long Table	Immigration Museum	March 2025
Tina Rahimi, Senator Fatima Payman, author Yassmin Abdel-Magied, Dr. Bushra Othman	<i>Muslim Agenda</i>	Immigration Museum	November 2024
With regionally based outcomes			
Berlin Project	On-Country Workshop	Tati Tati Country	March 2025
Emory University and Monash University	Dinosaur Dreaming Project	Boonwurrung Country, Bass Coast, Victoria	2024–25
Monash University	Theropod fossils research	Boonwurrung Country, Bass Coast and Eastern Marr Country, Otway Coast, Victoria	2024–25
With international organisations			
Various	<i>Dome Under Film Festival</i>	Scienceworks	January to February 2025
Histovery	<i>Notre-Dame de Paris: The Augmented Exhibition</i>	Immigration Museum	December 2024 to May 2025
Potsdam University, Trier University and Lost Art Foundation	<i>Berlin Australian Archive Project: Addressing the Colonial Legacies of Natural History</i>	Berlin, Germany	2024–25



Dr Tanya Hill, Senior Curator, Astronomy, authored *When the Stars Come Out*, illustrations by Sylvia Morris
Source: Museums Victoria | Photographer: Eugene Hyland

Our Performance

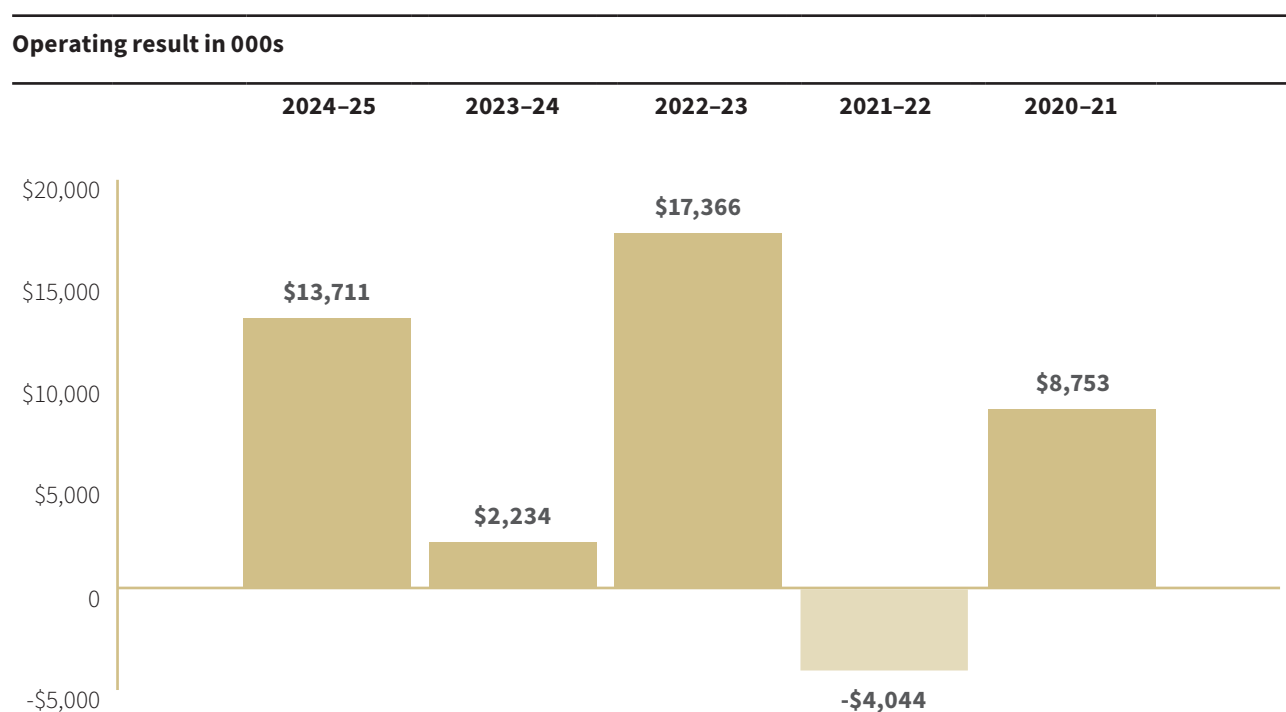
Chief Financial Officer's Report

Museums Victoria's operating result (before depreciation) for 2024–25, as shown in Figure 1, was a surplus of \$13.711 million, excluding depreciation of \$24.116 million. This result provides a strong foundation for operations in an increasingly complex financial and operational landscape in the coming years.

Museums Victoria's net result (after depreciation) for 2024–25 was a deficit of \$10.405 million. This compares with the net result (after depreciation) deficit in the previous year of \$18.425 million.

Total revenue of \$139.295 million increased by \$28.484 million, up 26% from the previous year largely due to increases in revenue from grants (up \$32.586 million or 63%). Total expenses of \$149.442 million increased by \$19.827 million, up 15% from the previous year, partly driven by increases in employee costs.

Figure 1: 5-year operating result (before depreciation)



Note:

Given the high asset value attributed to Museums Victoria's buildings, depreciation expense continues to have a significant effect on bottom-line figures. Like comparable Victorian creative agencies, Museums Victoria seeks to achieve a sustainable end-of-year financial result before depreciation.

Table 1: Revenue (see Note 2 of the Financial Statements)

	2024–25	2023–24
Type	(\$000's)	(\$000's)
Grants	\$84,161	\$51,575
Self-generated income	\$44,702	\$53,366
Other income	\$10,432	\$5,870
Total	\$139,295	\$110,811

Net assets at 30 June 2025 are \$2,095.068 million.

Revenue from government and other grants

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

Grants increased by \$32.586 million in 2024–25, up 63% compared to the previous year. This relates primarily to higher government grant funding, specifically access to temporary base uplift funding of \$20.263 million, along with solvency funding.

Following the lapsing of exhibition renewal capital funding in 2022–23, the combination of base funding and base uplift funding has proven insufficient to meet operational and program delivery requirements. As a result, an additional \$13.723 million of government funding was granted over April, May and June 2025. As a State Government entity, Museums Victoria received this solvency support to facilitate essential activity and service levels, in line with the conditions attached to that funding and to ensure the organisation's ability to trade as a going concern.

Table 2: Grants Revenue

Type	2024–25 (\$000's)	2023–24 (\$000's)
Victorian Government Base Funding	\$63,363	\$43,100
Solvency funding	\$13,723	\$5,300
Other Grants from Victorian Government Entities	\$2,092	\$1,795
Other grants	\$4,983	\$1,380
Total government funding	\$84,161	\$51,575

Self-generated revenue and other income

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

In 2024–25 Museums Victoria's self-generated income was \$44.702 million. This is a decrease of \$8.664 million or 16% from the previous year, as the 2023–24 result was influenced by the success of *Titanic: The Artefact Exhibition*. The decrease in self-generated revenue and other income compared to the previous year was primarily due to a decline in admissions revenue of \$6.436 million (down 24%), a decline in shop sales of \$2.169 million (down 27%) and a decline in rent revenue of \$0.129 million (down 2%). Museums Victoria is focused on building on the strong trajectory of self-generated revenue achieved in 2023–24, with continued efforts to grow income across all areas including admissions, commercial operations, and philanthropy.

Self-generated income during 2024–25 was driven by exhibitions, including *Victoria the T. rex*, and *Notre-Dame de Paris: The Augmented Exhibition* as well as new commercial offerings, including *Halloween: Tricks, Eats and Beats!*, the Museum Sleepover series, Great Museum Easter Egg Hunt and other programming designed to boost visitation and self-generated revenues.

Other income totalled \$10.432 million, representing an increase of \$4.562 million or 78% from the previous year. This included cash and in-kind donations, insurance recoups associated with the Merri-bek Flood Recovery Project and interest income.

Museums Victoria has built significant momentum in growing philanthropic and corporate support. The Museums Victoria Foundation, launched in 2022, has already established a strong financial base and is poised to grow further through a focused bequests program, ensuring we can continue to deliver on our ambitious vision for the future.

Figure 2: Revenue – Self-generated revenue and other income

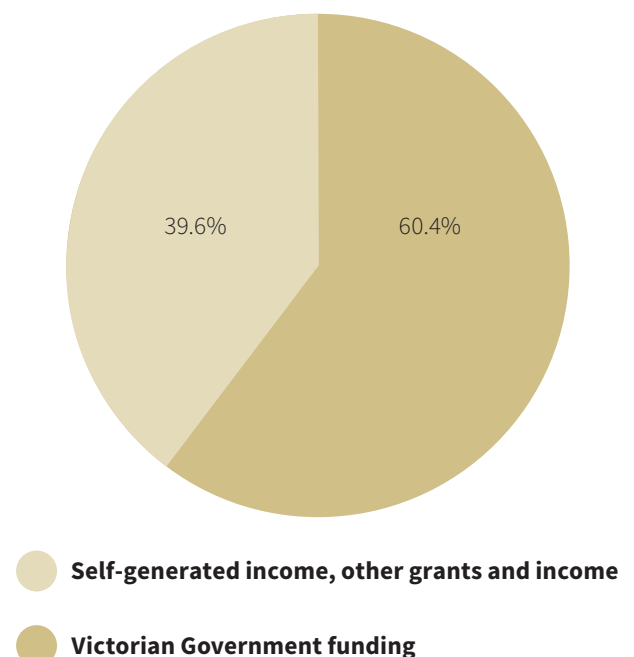
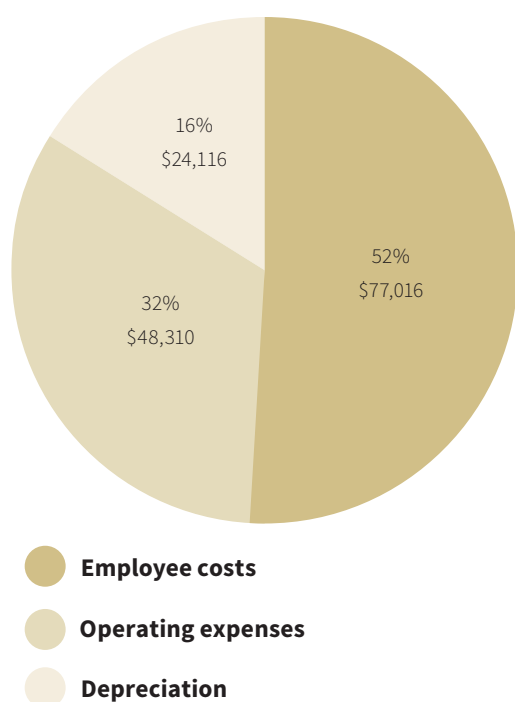


Table 3: Self-generated income and other income

Type	2024–25 (\$000's)	2023–24 (\$000's)
Fees & Charges (Admissions)	\$28,248	\$34,598
Sales of goods and services	\$6,580	\$8,843
Rent revenue	\$5,043	\$5,172
Sponsorship income	\$693	\$698
Membership income	\$2,405	\$2,271
Income TAC (education)	\$1,733	\$1,784
Total Self-Generated income	\$44,702	\$53,366
Donations	\$6,224	\$2,963
Interest	\$1,489	\$1,662
Royalties	\$19	\$5
Miscellaneous income	\$2,700	\$1,240
Total other income	\$10,432	\$5,870
Total non-government Funding	\$55,134	\$59,236

Expenses

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

Figure 3: Expenses

Employee costs increased by \$12.488 million (up 19% from the previous year). This is mainly due to the expense provision set up for the Cultural and Creative Agencies Enterprise Agreement 2025, which is expected to be settled in early 2025–26 as follows:

- A once-off lump sum payment of \$5,600 (paid pro-rata) that is payable to all eligible employees who are employed as of 31 March 2025.
- Backdated pay: Salary increases backdated to 1 May 2024.
- Agility payment: An annual payment range paid from 1 July each year.
- Additional payments: progression payments and top-of-grade payments.

Employee expenses were also higher than the previous year due to increases in annual leave and long service leave provisions, an increase in employer superannuation and higher casual salaries to support the Merri-bek Flood Recovery Project. While Early Retirement Scheme (ERS) expenses were incurred in 2023–24, no such costs were incurred in 2024–25 and did not contribute to employee expenses during the year.

Operating expenses of \$48.310 million represent an increase of \$3.882 million (up 9% from the previous year). This increase was a result of costs associated with timing of museum and exhibition activity (*Antopia*, *Victoria the T. rex* and *Notre-Dame de Paris: The Augmented Exhibition*), IMAX film royalties (*Mission Impossible – The Final Reckoning* and *Sinners*), increased general contractor expenses, facilities costs and in-kind advertising costs.

Depreciation increased by \$3.457 million, mainly reflecting the impact of the overall increased valuation of buildings

at the end of the previous financial year. As depreciation is a non-cash accounting adjustment and not directly within management's control, the increase reflects accounting treatment rather than operational or budgetary decisions.

In 2024–25, the Merri-bek Flood Recovery Project has spent approximately \$2.359 million. Costs include staffing, collection storage cleaning and repairs, security and services related to site stabilisation and recovery. Insurance claim reimbursements of \$1.389 million were received as partial payments towards the total claim.

Table 4: Operating expenses

Type	2024–25 (\$000's)	2023–24 (\$000's)
Costs of goods sold	\$2,325	\$3,257
Finance costs	\$186	\$217
Facilities expenses	\$17,758	\$15,364
Consumables and corporate costs	\$11,462	\$11,664
Contractors and exhibitions	\$12,183	\$10,108
Marketing and promotion	\$4,000	\$3,811
Collections Management	\$396	\$7
Total	\$48,310	\$44,428

Capital expenditure

Museums Victoria continues to invest in its core assets and infrastructure. Capital expenditure of \$19.679 million consisted mainly of State collection acquisitions to the value of \$3.348 million, Plant & Equipment (including motor vehicles) of \$1.435 million and work-in-progress expenditure of \$14.896 million, which includes the construction of our upcoming new permanent exhibition gallery and upgrade works to other long-term galleries.

Other business

The Merri-bek Flood Recovery Project is a long-term initiative and will incur further costs, with Museums Victoria seeking insurance reimbursements during 2025–26 and 2026–27.

Five-year financial summary

	2024-25	2023-24	2022-23	2021-22	2020-21
Revenue from government	\$84,161	\$51,575	\$53,481	\$54,853	\$100,716
Total income from transactions	\$139,295	\$110,811	\$112,968	\$92,412	\$123,251
Total expenses from transactions	(\$149,442)	(\$129,615)	(\$116,191)	(\$117,828)	(\$148,990)
Net result (before depreciation)	\$13,711	\$2,234	\$17,366	(\$4,044)	\$8,753
Net result from transactions (after depreciation)	(\$10,147)	(\$18,804)	(\$3,223)	(\$25,416)	(\$25,739)
Net result	(\$10,405)	(\$18,425)	(\$2,858)	(\$23,465)	(\$24,972)
Net cash flow from operating activities	\$18,675	\$33	\$22,472	\$3,983	\$8,245
Total assets	\$2,136,651	\$2,126,566	\$2,029,737	\$2,028,454	\$2,029,697
Total liabilities	\$41,583	\$34,469	\$35,953	\$32,366	\$30,235

Reporting against output performance measures

Museums Victoria reports to Government on the achievement of Budget Paper 3 performance measures. Results for the 2024–25 reporting period against 2024–25 targets are below, along with results from previous years. Reported results include ticketed attendance and key performance indicators as outlined in this section.

Attendance

Museums Victoria attendance result was 1% above target, attributed to visitation to *Victoria the T. rex* and *LEGO® Star Wars™: The Exhibition* at Melbourne Museum, *Air Playground* at Scienceworks and *Notre-Dame: The Augmented Exhibition* at Immigration Museum. Events including

Halloween at the Museum: Tricks, Treats, Eats and Beats! and successful IMAX Melbourne film releases including *Mission: Impossible - The Final Reckoning*, *Minecraft* and *Sinners* also contributed to this result.

	2024–25	2023–24	2022–23	2021–22	2020–21 ¹
Melbourne Museum Precinct ²	1,139,053	1,379,661	1,375,395	673,180	391,301
Scienceworks	411,530	409,452	426,951	266,170	184,780
Immigration Museum	125,968	102,135	90,252	38,136	26,342
IMAX Melbourne	248,802	328,393	288,172	222,540	87,217
Total ticketed attendance	1,925,353	2,219,641	2,180,770	1,200,026	689,640
Outreach Program	80,080 ³	42,023	59,709	17,591	13,860
Website visitation	9,689,663	11,040,832	9,703,519	7,612,206	5,438,382
Royal Exhibition Building	627,194	953,853	426,910	174,759	1,312
Outbound Touring Exhibitions	11,718	105,516	0	0	0
Total attendance⁴	12,334,008	14,361,865	12,370,908	9,004,582	6,141,882

Notes:

*The 'Total Ticketed Attendance' (1,925,353) and 'Outreach in-person' (79,840) and Outbound Touring Exhibitions (11,718) categories have been combined to report the total 'Attendances' Budget Paper 3 output measure of 2,016,911.

1 2020–21 attendances were negatively influenced by the impacts of the COVID-19 pandemic and the associated venue closures across the year.

2 Includes ticketed admissions to Melbourne Museum and Royal Exhibition Building Dome Promenade.

3 Incorporates 79,840 in-person outreach program attendees and 240 virtual outreach program attendees.

4 Total attendances of 12.3 million includes onsite, offsite and online visitation.

Key performance indicators

In 2024–25 Museums Victoria’s website visitation was 9.6 million, 51% above target. This performance was due to strong demand for Museums Victoria’s online offerings and ticket purchases across all venues. Notably, *LEGO Star Wars: The Exhibition* drove record engagement.

The Members program achieved above target membership sales which can be attributed to a series of successful marketing campaigns throughout the year.

Museums Victoria education programs continue to engage onsite and online students across the State and exceeded target for the first time since the pandemic. This result was driven by enhanced offerings developed through teacher-led research and a new education strategy.

New initiatives, including an expanded work experience program, helped build momentum in the volunteer program, resulting in total volunteer hours exceeding target for the first time since the pandemic.

The Visitor Satisfaction rate for 2024–25 was 93%, representing a slight decrease from 94% in 2023–24, and falling short of the target of 96%. The score is an average of the individual results for Melbourne Museum, Scienceworks and the Immigration Museum and reflects visitor dissatisfaction at a lack of refreshed exhibition content at Scienceworks.

Collections stored to industry standard is lower than target due to the Merri-bek Collection Facility flooding incident in November 2024, and collection facilities improvements – such as the addition of heating, ventilation, air-conditioning and insulation at the Spotswood facility, additional cool storage capacity, and Scienceworks mezzanine storage upgrade – which require funding.

The key performance indicator results below form part of the published Victorian Government Budget Paper measures tracking Museums Victoria’s performance.

	2024–25 actual	2024–25 target	2023–24	2022–23	2021–22	2020–21
Website visitation	9,689,663	6,430,000	11,040,832	9,703,519	7,612,260	5,438,382
Attendances	2,016,911	2,000,000	2,261,334	2,239,849	1,213,181	697,770
Memberships	25,176	23,269	31,208	26,231	25,945	21,597
Student attendances at education programs	316,833	297,302	232,949	258,259	131,817	54,521
Volunteer hours	38,740	36,450	30,277	28,703	10,341	4,006
Visitors satisfied with visit	93%	96%	94%	93%	91%	90%
Collection stored to industry standard	73%	84%	80%	78%	76%	76%

Notes:

The combined total ‘Attendances’ Budget Paper 3 output measure of 2,016,911 comprises ‘Attendances’ to Melbourne Museum, Scienceworks, Immigration Museum IMAX Melbourne, Royal Exhibition Building Dome Promenade and Outbound Touring Exhibitions totalling 1,937,071 and ‘Outreach in-person’ totalling 79,840.

Revised admissions counting methodology

As reported last year, Museums Victoria has revised its internal methodology for reporting attendances to comply with Service Agreement requirements and better reflect visitation across Museums Victoria's venues.

Key changes include:

- The inclusion of admissions to programs and events held in Museums Victoria-managed spaces such as the Royal Exhibition Building, Melbourne Museum Plaza and the Immigration Museum courtyard.
- Revised counting and ticketing methodology for Melbourne Museum's Touring Hall admissions to enhance accuracy. The revised methodology counts admissions at surcharged exhibitions and admissions to Melbourne Museum as distinct events, regardless of whether a combined entry ticket is available. This complies with Museums Victoria's Service Agreement, which specifies that attendance should be reported as "the number of people at each event, irrespective of whether some individuals attend multiple events."
- The inclusion of student participation rather than headcount in education reporting, to align with Museums Victoria's Service Agreement. In this approach, an individual student taking part in two programs during a single museum visit is counted as two sessions.

Total admissions	2024-25
Attendances (reported Budget Paper 3 performance measure per page 50)	2,016,911
<i>Inclusions per revised ticketing and counting methodology:</i>	
Admissions to programs and events held in Museums Victoria-managed spaces such as the Royal Exhibition Building	647,959
Admissions to Melbourne Museum Touring Hall (<i>Victoria the T. rex</i> , <i>Antopia</i> and <i>LEGO Star Wars: The Exhibition</i>)	261,922
<i>Remove Student Headcount</i>	(316,833)
<i>Add Student Participation</i>	540,714
	3,150,673

Environmental Reporting

Introduction

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

Museums Victoria's Net Zero Carbon Roadmap sets a path to achieve net zero carbon emissions by 2030 reflecting our commitment to sustainability and to the Victorian Government targets outlined in the *Climate Change Act 2017*. Our aspiration is to reach this goal through the delivery of infrastructure upgrades and operational changes. This goal is linked to Museums Victoria's Strategic Plan 2025–30 Strategic direction 4: Our places and is guided by the UN Sustainable Development Goals (SDGs) which define environmental, social and economic imperatives for peaceful and sustainable futures for all nations.

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

Net Zero Carbon Roadmap

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

During 2024–25 Museums Victoria continued its implementation of the organisation's Environmental Sustainability Policy and advancing our Net Zero Roadmap.

The Net Zero Roadmap outlines a path for Museums Victoria to achieve net zero emissions by 2030. It details the steps to reduce Scope 1 and 2 emissions, the required investments and potential cost offsets. From 1 July 2024, we increased the amount of GreenPower purchased and from 1 July 2025, a new State Purchase Contract will enable us to source 100% of our electricity from renewables.

Museums Victoria's aspiration is to achieve net zero emissions by 2030 with minimal or no offsets. We have a key focus on reducing operational environmental impacts while engaging and empowering staff and visitors in sustainability efforts.

Reporting boundary for environmental data

All Museums Victoria's operations and activities are included within the organisational boundary for this reporting period, including Melbourne Museum, Immigration Museum, Scienceworks, IMAX Melbourne, the Royal Exhibition Building and our offsite storage facilities in Merri-bek and Spotswood.

Greenhouse gas emissions

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

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

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

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

During 2024–25, Museums Victoria’s Scope 1 and 2 greenhouse gas emissions decreased by approximately 19% and 50%, respectively compared with the previous reporting period. These reductions are primarily due to increased Green Power purchases (from 5% to 50%), lower electricity consumption and reduced consumption of natural gas and vehicle fuels.

Indicator		Unit	2024–25	2023–24	2022–23
G1	Total Scope 1 (direct) greenhouse gas emissions	Tonnes CO ₂ , CH ₄ , N ₂ O, other and CO ₂ -e	1,557.2	1,922.2*	1,740.5
G2	Total Scope 2 (indirect electricity) greenhouse gas emissions	Tonnes CO ₂ -e	3,680.1	7,416.9	7,917.1

Notes:

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

*2023–24 figure updated to reflect adjustment by third-party contractor.

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



Museums Victoria retail pop-up at the 2025 Melbourne International Flower and Garden Show, Royal Exhibition Building and Carlton Gardens (see page 31 for sustainability initiatives implemented at our retail stores)
Source: Museums Victoria | Photographer: Rodney Start

Electricity production and consumption

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

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

During 2024–25 Museums Victoria's total electricity consumption decreased by 4% compared to the previous reporting period.

Indicator	Unit	2024–25	2023–24	2022–23
EL1 Total electricity consumption segmented by source	Megawatt hours	11,263.5	11,696.0	11,993.5
Purchased electricity (breakdown by facility)				
Melbourne Museum		6,329	6,703	7,214
Melbourne Museum Carpark/Lift #9		338	365	365
Melbourne Museum Café		195	199	174
Scienceworks		1,126	1,083	1,113
Immigration Museum		546	540	550
Royal Exhibition Building - Museum Spaces		136	154	140
Royal Exhibition Building – Base		309	321	315
Royal Exhibition Building - Base Boxes		87	112	43
Merri-bek Collection Facility		381	338	341
Spotswood Storage Facility		168	166	155
IMAX Melbourne		516	738	525
Total		10,130	10,720	10,935
Self-generated		1,133.3	976.2*	1,058.8
EL2 On-site electricity generated segmented by usage and source	Megawatt hours	1,395.4	1,271.4	1,285.5
Solar photovoltaic		1,395.4	1,271.4	1,285.5
Consumption behind-the-meter		1,133.3	976.2	1,058.8
Exports		262.1	295.2	226.8

Indicator	Unit	2024–25	2023–24	2022–23
EL3 On-site installed generation capacity segmented by source	Megawatt hours	1.09	1.09	1.09
Solar photovoltaic		1.09	1.09	1.09
EL4 Total electricity offsets segmented by offset type	Megawatt hours	6,808.9	2,532	2,596.1
Large-scale generation certificates (LGC) voluntarily retired by the organisation		0	0	0
LGCs voluntarily retired on the organisation's behalf		0	0	0
GreenPower or certified carbon neutral electricity purchased		6,808.9	2,532.1	2,596.1
GreenPower or certified carbon neutral electricity purchased (e.g. through a retailer's contract option)		4,965.8	525.4	540.4
LGCs mandatorily retired as a Renewable Energy Target (RET) liable entity or mandatorily retired on the entity's behalf where LGCs are provided to organisation's retailer for that express purpose		1,843.2	2,006.7	2,055.7
Renewable Power Percentage (per Climate Active electricity accounting)		18.20%	18.72%	18.80%

Notes:

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

Some totals may not tally due to rounding.

*2023–24 figure updated to reflect adjustment by third-party contractor.

Stationary fuel use

Sources of emissions from stationary fuel include forklifts, catering equipment and gas-fired boilers for hot water generation for heating systems. Museums Victoria collected data primarily through billing information from retail suppliers.

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

During 2024–25 the total fuels used in buildings and machinery by Museums Victoria reduced by around 20% compared with the previous reporting period. This can be attributed to initiatives such as the replacement of chillers at Melbourne Museum, reduced reliance on gas boilers across all sites and transitioning to electric tools (such as leaf blowers).

Indicator	Unit	2024–25	2023–24	2022–23
F1 Total fuels used in buildings and machinery segmented by fuel type	Megajoules	29,208,471	36,311,389*	32,705,248
Building**				
Fuel types:				
Natural gas				
Melbourne Museum		19,865,143	25,742,520	21,511,232
Scienceworks		6,063,862	6,527,675*	7,279,304
Merri-bek Collection Facility		1,708,281	1,966,529	2,028,611
Immigration Museum		1,540,207	2,043,900	1,857,603
Total usage		29,177,493	36,280,624*	32,676,751
Machinery***				
Fuel types:				
LPG		30,979	28,712	26,445
Petrol		0	2,052	2,052
Total usage		30,979	30,764	28,497
F2 Greenhouse gas emissions from stationary fuel consumption segmented by fuel type	Tonnes CO₂-e	1,505.4	1,871.4*	1,685.6

*2023–24 figure updated to reflect adjustment by third-party contractor.

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

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

Notes:

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

Some totals may not tally due to rounding.

Transportation

At the beginning of the reporting period, Museums Victoria's fleet comprised of 23 vehicles that provide educational programs, research and collection activities, and on-call support services. At the end of 2024–25, only 15 vehicles were active.

During 2024–25 the total energy used in transportation by Museums Victoria was consistent with the previous reporting period.

Indicator	Unit	2024–25	2023–24	2022–23
T1 Total energy used in transportation within the entity segmented by fuel type and vehicle category	Megajoules	737,191	722,868	783,868
By road vehicle type				
Goods vehicles		715,961	545,005	676,902
Passenger vehicles		21,230	177,864	106,966
By fuel type				
Diesel		529,606	543,013	528,899
Premium unleaded		29,927	39,525	67,244
Unleaded		6,654	8,059	20,676
Unleaded E10		0	1,071	0
Premium diesel		171,003	131,201	167,048
T2 Number and proportion of vehicles in the organisational boundary segmented by engine/fuel type and vehicle category	Count	23	24	19
By road vehicle type				
Goods vehicles		21	20	15
Passenger vehicles (other than omnibuses)		2	4	4
By engine/fuel types				
Petrol		4	8	10
Diesel		19	16	9
T3 Greenhouse gas emissions from vehicle fleet segmented by fuel type and vehicle category	Tonnes CO₂-e	51.8	50.8	54.9
By road vehicle type				
Goods vehicles		50.33	38.3	47.4
Passenger vehicles (other than omnibuses)		1.48	12.5	7.5
By engine/fuel types				
Diesel		37.29	38.2	37.2
Premium unleaded		2.02	2.67	4.5
Unleaded		0.45	0.54	1.4
Unleaded E10		0.00	0.07	0
Premium diesel		12.04	9.24	11.8

Notes:

Some totals may not tally due to rounding.

Total energy use

Museums Victoria's total energy use is primarily driven by electricity used for heating, ventilation, air-conditioning and refrigeration, exhibition display and lighting.

Museums Victoria's use of renewable energy is predominantly in the form of solar self-generation and the purchase of Green Power. To mitigate growing energy needs, the organisation has been taking actions as described above in sections related to the use of electricity, stationary fuel and transport fuel.

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

As a result, Museums Victoria has recorded a consistent reduction in energy usage across all four indicators during 2024–25, as detailed below.

Indicator	Unit	2024–25	2023–24	2022–23
E1 Total energy usage from fuels	Megajoules	29,945,662	37,034,257*	33,489,115
E2 Total energy usage from electricity	Megajoules	40,548,455	42,105,465	43,176,488
E3 Total energy usage segmented into renewable and non-renewable sources	Megajoules	70,494,117	79,139,722*	76,665,603
Renewable		24,542,817	9,149,713	9,375,467
Non-renewable		45,951,300	69,990,009*	67,290,136
E4 Units of energy used normalised by m2 (floor area)	Megajoules-normalised	495.0	555.7*	538.3

Notes:

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

* 2023–24 figure updated to reflect adjustment by third-party contractor.

Sustainable buildings and infrastructure

Museums Victoria does not have any plans for new buildings at this time. Future plans for the Scienceworks redevelopment will include sustainable design elements.

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

Our Governance

Governance Structure

Museums Victoria is governed by the Museums Board of Victoria (the Board), a statutory body established under the *Museums Act 1983* (the Act). The Board is directly accountable to the Victorian Government through the Minister for Creative Industries, and works with Creative Victoria to deliver policy objectives. During the reporting period (from 1 July 2024 to 30 June 2025) the responsible Minister was The Hon Colin Brooks MP.

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

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

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

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

The executive team carries out day-to-day management tasks and reports on Museums Victoria’s operations to the CEO and the Board (*for further information on our executive team, please refer to pages 66-68 of this report*).

Museums Board of Victoria

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

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

- control, manage, operate, promote, develop and maintain Museums Victoria
- control, manage, operate, promote, develop and maintain the exhibition land as a place for holding public exhibitions and for the assembly, education, instruction, entertainment and recreation of the public

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

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

For other remuneration information please refer to pages 115-116 of this report.

Number of meetings held during the financial year: 6

Board Member	No. of meetings attended
Mary Stuart (President)	6 (of 6)
Tim Goodwin (Deputy President)	4 (of 6)
Dale McKee (Treasurer)	4 (of 6)
Jon Faine AM	5 (of 6)
Prof. Bronwyn Fox AO	6 (of 6)
Clare Kennedy	6 (of 6)
Linda Bardo Nicholls AO	6 (of 6)
Peter Tullin	5 (of 6)

Board member profiles

Mary Stuart – President Appointed 2019

Mary is Executive Director of the iconic 113-year-old Luna Park Melbourne and held the concurrent position as CEO from 2006 to 2022. Mary holds the positions of Director, Company Secretary and Public Officer of several private companies, Director on the St. Kilda Tourism and Events Board, and is a member of the IAAPA/AALARA International Standards Harmonisation Working Party.

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

Mary is Chair of Museums Victoria's People, Culture and Industrial Relations, and Nominations, Remuneration and Governance Committees and a member of the Museums Victoria Foundation, Aboriginal Cultural Heritage Advisory and Audit and Risk Committees.

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 Aurora Education Foundation, and in 2018 received the Federal Attorney General's National Indigenous Legal Professional of the Year Award.

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

Dale McKee – Treasurer Appointed 2021

Dale was a senior partner at PwC with extensive experience serving the firm's largest public company clients in audit, accounting, corporate governance, risk management and capital markets matters in Australia and while 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 US NASDAQ listed Carbon Revolution PLC and a business consultant. Former roles include membership of the Australian Auditing Standards Board and finance committee roles at the Melbourne Symphony Orchestra and Royal Children's Hospital Foundation.

Dale is Treasurer of the Museums Board of Victoria and Chair of the Audit and Risk Committee and served as an independent non-voting member of the Museums Victoria Audit and Risk Committee from January 2020 to October 2022. Dale is also a member of the People, Culture and Industrial Relations and Nominations, Remuneration and Governance Committees.

Jon Faine AM Appointed 2023

Jon is a Vice Chancellors Fellow at the University of Melbourne, based in the Law School but with a roving commission across the entire academy.

Jon started professional life as a solicitor in commercial litigation in private practice for four years, then with Fitzroy Legal Service for three. He joined the ABC to present the Law Report on Radio National in 1989 and after four years was offered the chance to instead present talkback programmes on local radio and hosted several TV shows. After 23 years hosting the agenda-setting morning shift on ABC Melbourne, Jon resigned in 2019. He then worked as a weekly columnist for *The Age* until August 2023.

Jon has published two oral histories, the travel best-seller *'From Here To There'* in 2010, telling of an overland drive with his younger son from Melbourne to London, and *'Apollo & Thelma: A True Tall Tale'* in 2022.

He has served on the boards of not-for-profits and the Victoria Law Foundation, won several media awards and was in 2023 presented with the Melbourne Press Club 'Lifetime Achievement Award'.

Jon is Chair of Museums Victoria's Foundation Committee.

Professor Bronwyn Fox AO Appointed 2021

Bronwyn was appointed as the Deputy Vice Chancellor Research and Enterprise at UNSW in July 2024. Previously, Bronwyn was Chief Scientist with CSIRO from June 2021, and prior to that 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.

In October 2023, Bronwyn was appointed by the Minister for Science and Industry as Australia's Expert Adviser to the International Scientific Report on Advanced AI Safety, representing Australia at the Expert Advisory Panel alongside representatives from 30 countries.

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

Bronwyn is Chair of Museums Victoria's Research Committee.

Clare Kennedy

Appointed 2023

Clare is a communications and content specialist with extensive content and production experience. A lawyer with a background in legal practice, she has experience working in both private practice and community lawyering, having done her Bachelor of Arts (Honours) and Bachelor of Laws (LLB) at Monash University.

Clare joined the Victoria Law Foundation in January 2017 as the Foundation's legal writer and editor, managing the Foundation's publications and leading executive projects such as the Annual Report. As a member of the research team, she contributed to research projects across the Foundation's program, and its strategic communication.

Clare is one of the authors on the Foundation's Community Legal Centres Workforce Survey and Data Mapping Projects reports.

Clare is currently working at the Victorian legal regulator as a Senior Communications Adviser.

Before joining the Foundation, Clare wrote for newspapers and magazines on books, architecture and design.

Clare is a member of Museums Victoria's Aboriginal Cultural Heritage Advisory and People, Culture and Industrial Relations Committees, and Chair of the Immigration Museum Advisory Forum.

Linda Bardo Nicholls AO

Appointed 2017

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

Linda is a member of Museums Victoria's Audit and Risk, Nominations, Remuneration and Governance and People, Culture and Industrial Relations Committees.

Peter Tullin

Appointed 2017

A successful entrepreneur, Peter was a Co-Founder of CultureLabel.com, an ecommerce site retailing art and design products from leading international culture brands such as the V&A, Guggenheim and the Tate. He is co-author

of the book *Intelligent Naivety*, a guidebook to help creative entrepreneurs turn their ideas into reality. His second book, *REMIX*, was published by *The Guardian* and later became REMIX Summits, a series of leading global ideas conferences in cities including London, Sydney and New York that explore the future of the creative industries. Peter also provides consulting services to several leading cultural organisations around the globe.

He is a Trustee of Geelong Arts Centre, an advisory Board member of Grande Experiences and an advisor to ArtsPay and Iconic Moments.

Peter is a member of Museums Victoria Foundation Committee.

Committees

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

Aboriginal Cultural Heritage Advisory Committee

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

Its members include representatives from First Peoples communities throughout Victoria.

Number of meetings during the financial year: 5

Committee Member	No. of meetings attended
Tim Goodwin (Chair)	5 (of 5)
Prof. Henry Atkinson	4 (of 5)
Dr Carolyn Briggs (Specialist member)	4 (of 5)
Leonard Clarke	2 (of 5)
Marie (Sissy) Havea (from 3 Sep 2024)	3 (of 4)
Peter Hood (from 3 Sep 2024)	3 (of 4)
Robert Hudson (from 3 Sep 2024)	3 (of 4)
Clare Kennedy	3 (of 5)
Melinda Kennedy (from 3 Sep 2024)	3 (of 4)
Diane Kerr OAM (Specialist member)	1 (of 5)
Kelly Koumalatsos (from 3 Sep 2024 to 20 Mar 2025)	2 (of 3)
Janice Muir (from 3 Sep 2024)	3 (of 4)
Katherine Mullett (to 30 Jul 2024)	0 (of 1)

Committee Member	No. of meetings attended
Bebe Oliver (from 3 Sep 2024 to 2 May 2025)	1 (of 3)
Mary Stuart	5 (of 5)

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
Dale McKee (Chair)	6 (of 6)
Mary Stuart	6 (of 6)
Linda Bardo Nicholls AO	5 (of 6)
Matthew Hunt*	5 (of 6)

* 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 assessment.

Number of meetings during the financial year: 3

Committee Member	No. of meetings attended
Mary Stuart (Chair)	3 (of 3)
Linda Bardo Nicholls AO	3 (of 3)
Dale McKee	3 (of 3)

Museums Victoria Foundation Committee

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

Number of meetings during the financial year: 4

Committee Member	No. of meetings attended
Jon Faine AM (Chair)	4 (of 4)
Andrew Butcher (to 28 Oct 2024)	1 (of 1)
Dean Ireland (from 3 Mar 2025)	0 (of 1)
Jan McCahey (to 7 Oct 2024)	0 (of 1)
Mary Stuart	4 (of 4)
Peter Tullin	3 (of 4)
Rilka Warbanoff	3 (of 4)
Nick Yates (from 16 May 2025)	1 (of 1)

People, Culture and Industrial Relations Committee

The People, Culture and Industrial Relations Committee provides 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: 5

Committee Member	No. of meetings attended
Mary Stuart (Chair)	5 (of 5)
Linda Bardo Nicholls AO	4 (of 5)
Dale McKee	4 (of 5)
Clare Kennedy	4 (of 5)

Research Committee

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

Number of meetings during the financial year: 3

Committee Member	No. of meetings attended
Prof. Bronwyn Fox AO (Chair)	3 (of 3)
Tim Goodwin	3 (of 3)
Assoc. Prof. Rory Hyde	3 (of 3)
Dr Mark Norman PSM	2 (of 3)
Prof. Lynette Russell AM (to 31 Dec 2024)	0 (of 1)
Prof. Gaye Sculthorpe (from 3 Mar 2025)	1 (of 1)

The Board may establish additional committees from time to time, as deemed necessary to address specific matters or support initiatives.

Immigration Museum Advisory Forum

The Immigration Museum Advisory Forum, established in December 2024, provides strategic advice and advocacy to enhance the Immigration Museum’s impact, visitation, and revenue, while strengthening its role within Victoria’s multicultural communities.

Number of meetings during the financial year: 1

Committee Member	No. of meetings attended
Clare Kennedy (Chair)	1 (of 1)
Fred Alale AM	1 (of 1)
Maria Dimopoulos AM	1 (of 1)
Gary Lee OAM	1 (of 1)
Dr Belle Lim	1 (of 1)
Anthea Loucas Bosha	1 (of 1)

Security and Risk

Museums Victoria Risk Management Framework

Museums Victoria recognises that risk management and a positive risk culture are essential to good governance and integral to the delivery of Museums Victoria’s objectives. Museums Victoria’s Risk Management Policy and Framework outline our commitment and approach to risk management and support our alignment with the requirements of the Victorian Government Risk Management Framework (VGRMF), including Australian Standard for Risk Management AS ISO 31000:2018.

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

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

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

Museums Victoria’s Risk Management Policy, Framework and practices are supported by the Victorian Managed Insurance Authority (VMIA), including its risk management training programs.

Internal Audit

The internal audit function is a key component of Museums Victoria’s governance framework, providing assurance that the financial and operational controls in place are operating in an efficient, effective, economic and ethical manner.

In 2024–25 the internal audit program undertook four internal audits which were aligned with the Strategic Risk Register and Strategic Objectives: Standing Directions Compliance, Workplace Health and Safety, Venue Hire and Event Management and Collection Care and Preservation.

Cyber security

Museums Victoria aims to ensure staff, approved individuals and the public have uninterrupted access to ICT resources and data by implementing cyber security measures that match the sensitivity of the information. Our Cyber Security Policy adopts a risk-based strategy, balancing the need for open operations with the protection of our ICT resources and data.

Artificial Intelligence

Museums Victoria embraces the transformative potential of Artificial Intelligence (AI) to enhance productivity and deliver innovative services and experiences, while prioritising ethical considerations and safe and responsible use.

Risks involved in using AI tools need to be assessed and carefully managed, to ensure appropriate use with the right safeguards in place.

In May, Museums Victoria finalised a Use of AI policy which references Australian and Victorian government guidelines. Guidance and fundamentals training in AI has been made available to Museums Victoria staff to ensure the appropriate use of AI in our workplace. Planning is underway for the development of an AI Strategy.

Privacy

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

Resilience Framework

Museums Victoria's Resilience Framework outlines a holistic, integrated approach to managing potential disruptions that may threaten the achievement of strategic and operational objectives. Through a structured, organisation-wide response, the framework safeguards the organisation's people, reputation, brand, value-creating activities and stakeholder interests.

Embedded as a core management function, the framework enables Museums Victoria to identify, assess and respond to sudden and significant disruptions. It facilitates swift incident diagnosis, establishes business recovery priorities and ensures prompt, decisive action to protect people and maintain critical operations and legislative obligations.

The Resilience Framework integrates key preparedness and response components, including:

- Security Risk Management and Counter Terrorism Response
- Business Continuity Management, which incorporates:
 - Pandemic Emergency Management Plan
 - Business Continuity Plan
 - Emergency and Crisis Management Plan

Together, these components support the organisation's ability to prepare for, prevent, respond to and recover from adverse events impacting services, personnel, visitors or assets. Three core objectives underpin the framework:

- Ensuring the safety and security of all individuals involved.
- Enabling the efficient and safe restoration of business operations.
- Supporting the rapid normalisation of services post-incident.

The Resilience Framework will continue to evolve and be actively maintained throughout the 2025–26 financial year to ensure Museums Victoria remains a resilient and sustainable organisation.

Ethics and Integrity

Museums Victoria seeks to maintain the highest standards of integrity by displaying values and behaviours that demonstrate that our staff and officials are not unduly influenced by their relationships or interests. Museums Victoria acknowledges its responsibility for the administration of public funds. Museums Victoria seeks to avoid instances of misconduct, conflicts of interest, fraud or corruption that may lead to a lack of impartiality in decision making or harm public perception and confidence in the institution, as well as the confidence of Museums Victoria's valued partners, patrons, supporters, donors and sponsors.

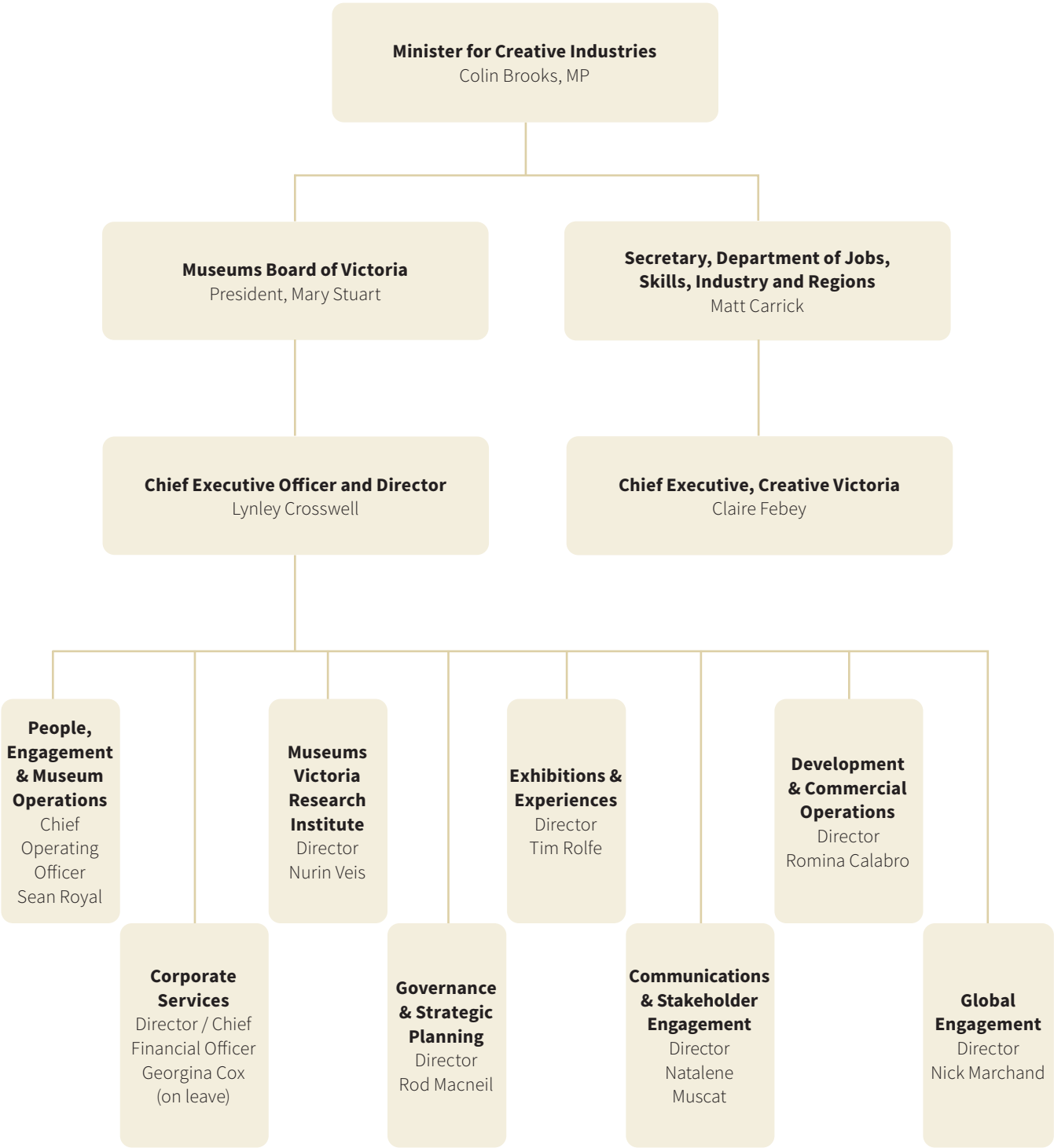
Museums Victoria's Integrity Framework demonstrates our commitment to establishing a comprehensive and strategic approach to promoting integrity across the organisation. It is also intrinsically linked to Public Interest Disclosure Procedures prepared in accordance with the *Public Interest Disclosure Act 2012* (refer to page 83 of this report for 2024–25 *Public Interest Disclosures*) and the Independent Broad-based Anti-corruption Commission (IBAC) guidelines.

Museums Victoria also adheres to the *International Council of Museums (ICOM) Code of Ethics for Museums*. The Code sets minimum professional standards and encourages the recognition of values shared by the international museum community. Further information on the ICOM Code of Ethics for Museums can be found on *ICOM's website*.

Our Workplace

Organisation structure

As at 30 June 2025



Organisation functions

Chief Executive Officer & Director, Lynley Crosswell

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

People, Engagement and Museum Operations

Led by: Chief Operating Officer, Sean Royal

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

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

People and Engagement is responsible for all human resources and occupational health, safety and wellbeing functions, including recruitment, engagement and retention strategies, payroll, workforce planning and learning and development. Museum Operations include oversight of Security and Emergency Management, Strategic Facilities Management, the Museum General Management and Visitor Engagement at our three Museum sites.

Corporate Services

Led by: Director, Corporate Services / Chief Financial Officer, Georgina Cox (on leave)

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

As Chief Financial Officer, Georgina is responsible for Corporate Services including: Finance, Financial Planning and Analysis, Legal and Risk, Procurement, Strategic Capital Programs, Strategic Information and Compliance, and Information, Communication and Technology (ICT) Strategy and Delivery.

Museums Victoria Research Institute

Led by: Director, Research Institute, Dr Nurin Veis

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

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

The Research Institute comprises the following departments: First Peoples Research and Collections, History and Technology, Sciences, Strategic collections Management and Collection Information, Collection Storage and Logistics and Public Information.

Governance and Strategic Planning

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

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

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

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

Exhibitions and Experiences

Led by: Director, Exhibitions and Experiences, Tim Rolfe

Tim was appointed Director, Exhibitions and Experiences in November 2024. He had been Head of Exhibitions at Museums Victoria from 2000-2013 before joining Creature Technology Co. where he was General Manager for 10 years.

Exhibitions and Experiences encompasses onsite, online and offsite engagement with communities and individuals. Key functions include exhibition, education and public programs development at Melbourne Museum, Scienceworks, Immigration Museum and the Royal Exhibition Building as well as Victoria-wide education and outreach programs. The division also includes Audience Insights, the team responsible for identifying the needs of our audiences to inform and evaluate experiences and drive content selection; and Digital Life, which creates and manages digital content and products for a wide variety of online platforms and channels, connecting audiences beyond our walls with our people, research, collections and programs.

Communications and Stakeholder Engagement

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

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

Communications and Stakeholder Engagement is responsible for both internal and external communications. This includes Marketing and Communications, which covers brand management, marketing, media relations, and the delivery of key strategic events.

Development and Commercial Operations

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

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

Development and Commercial Operations also includes Museum Members and commercial activities, including venues and events, retail services, car parking services and IMAX Melbourne.

Global Engagement

Led by: Director, Global Engagement, Nick Marchand

Nick joined Museums Victoria in January 2025 as Director, Global Engagement. Nick was previously Head of International Programmes at the Victoria and Albert Museum in London and has held executive roles at the British Council in Hong Kong, Shanghai and Sydney. He was also Co-Chair of the International Council of Museums UK Committee.

As Director, Global Engagement, Nick is responsible for developing Museums Victoria's international networks and global touring engagement. He works closely with the Exhibitions and Experiences teams to elevate Museums Victoria-created and produced exhibitions, bringing them to new audiences and expanding global impact.



Halloween at the Museum: Tricks, Treats, Eats and Beats!

Source: Museums Victoria | Photographer: Carlin and Camera

Staff profile

Museums Victoria commenced 2024–25 with 564 full-time equivalent employees (FTE) and ended the period with 600.

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 2025	443	308	135	393	330	207	773	600
June 2024	422	293	129	375	293	189	715	564

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

	2024–25				2023–24			
	Ongoing		Fixed-term & Casual		Ongoing		Fixed-term & Casual	
	Employees (Headcount)	FTE	Employees (Headcount)	FTE	Employees (Headcount)	FTE	Employees (Headcount)	FTE
Gender								
Female	251	216	183	115	241	206	179	112
Male	190	175	137	88	180	169	110	75
Self-described	2	2	10	4	1	0	4	2
Total	443	393	330	207	422	375	293	189
Age								
Under 25	9	7	54	24	7	7	61	28
25-34	81	68	121	68	73	61	99	61
35-44	124	109	83	63	119	105	67	52
45-54	117	108	45	35	113	104	40	29
55-64	88	81	18	13	82	76	19	14
Over 64	24	20	9	5	28	23	7	5
Total	443	393	330	207	422	375	293	189
Classification								
VPS 1	0	0	11	1	0	0	0	0
VPS 2	117	84	185	85	116	86	181	86
VPS 3	105	98	63	55	97	90	47	43
VPS 4	95	88	43	39	93	86	39	35
VPS 5	83	81	15	14	81	78	14	13
VPS 6	41	40	6	6	33	33	5	5
STS 7	2	2	0	0	2	2	0	0
Public Entity Senior Executive	0	0	7	7	0	0	7	7
Total	443	393	330	207	422	375	293	189

Note:

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

Executives by gender in 2024–25

Classification	All	Male	Female	Self-described
Public Entity Senior Executive Service - 1	1	0	1	0
Public Entity Senior Executive Service - 2	5	3	2	0
Public Entity Senior Executive Service - 3	1	0	1	0
Total	7	3	4	0

Reconciliation of executive movements throughout the year

Classification	2025	2024
Public Entity Senior Executive Service	6	5
Accountable Officer (CEO)	1	1
Less Separations	0	1
Total executive numbers at 30 June 2025	7	6

Note:
Staffing numbers are as at the last pay cycle in the financial year.
Employees have been correctly classified in workforce data collections.

Salary bands of executive staff in 2024–25

The following table discloses the annualised total salary for senior employees at 30 June 2025, 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		
\$180,000 - \$199,999		1
\$200,000 - \$219,999	1	
\$220,000 - \$239,999		1
\$240,000 - \$259,999		
\$260,000 - \$279,999	5	
\$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		
\$420,000 - \$439,999	1	
Total Headcount	7	2

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

Our Workplace Culture

Our people are the heart of Museums Victoria. We recognise that our strength lies in the expertise and passion of our staff, and that our continued success depends on building a high-performing, accountable and outcomes-driven workplace culture.

Achievements in staff development, diversity and inclusion, and First Peoples recruitment and retention are detailed in Our year in review: Strategic Direction 3 (*pages 29-30*).

Employee relations

Museums Victoria continues to maintain a constructive and collaborative relationship with staff and their primary representative, the Community and Public Sector Union (CPSU). Open and effective communication remains a priority, particularly in relation to major issues affecting Museums Victoria.

Negotiations for the Cultural and Creative Agencies Enterprise Agreement 2025 were successfully concluded during the year for implementation in the coming year.

Volunteers

Our volunteers make a vital contribution to Museums Victoria's work, enhancing the visitor experience and supporting research and collection management projects across the organisation.

Volunteers assist with school holiday programs, school visits, exhibitions and events, bringing energy and enthusiasm to our front-of-house teams. The volunteer program is inclusive and welcomes enquiries from all who are interested in contributing.

Behind the scenes, volunteers also play a key role in research and restoration projects through the Museums Victoria Research Institute. This includes contributions to fieldwork, digitisation projects such as the Biodiversity Heritage Library, cataloguing of collection objects and the ongoing restoration of the Great Melbourne Telescope.

Gender Equality Action Plan

Museums Victoria continued the implementation of its Gender Equality Action Plan 2021–2025 (GEAP). The most recent progress report, covering the period to 1 July 2023, drew on data from the workplace gender audit and employee experience surveys.

Of the 31 individual actions contained in the GEAP, progress has been made in 23, in addition to improvement across five of the seven Workplace Gender Equality Indicators. The report also outlines Gender Impact Assessments conducted during the period and includes analysis and assessment of the complex factors influencing change, including broader social and economic conditions.

Implementation of the GEAP continues into its final stage with a focus on embedding lasting change.

Public sector employment principles

Museums Victoria's recruitment practices reflect Victorian Public Sector employment principles, ensuring that all employees are treated fairly and reasonably, employment decisions are based on merit, career development is supported and that appropriate avenues exist to resolve workplace issues.

Public sector and Museums Victoria values

Museums Victoria adheres to and upholds the Victorian Public Sector Values – Responsiveness, Integrity, Impartiality, Accountability, Respect, Leadership and Human Rights – as outlined in the *Public Administration Act 2004* (the Act). These principles align with Museums Victoria's own organisational values: Strive, Embrace, Explore, Respect, Illuminate and Sustain.

Victorian Public Sector Code of Conduct

Museums Victoria ensures that all staff are aware of their responsibilities under the Victorian Public Sector Code Of Conduct. The Code outlines the behaviours that exemplify the values contained in the the Act and is embedded into our staff induction and training programs.

Key policies and procedures are made available to new staff prior to commencement and further explained through our e-learning induction bundle. Ongoing compliance is delivered annually via Museums Victoria's e-learning portal in accordance with the Act, to reinforce these standards and support a culture of integrity and accountability.

Occupational Health and Safety

Museums Victoria is committed to the provision of spaces and experiences for both employees and members of the public that are safe and without risk. Central to this approach is the promotion of health, safety, wellbeing, diversity and inclusion.

This focus is complemented by a continued, strong workers' compensation performance reflected in Museums Victoria's Employer Performance Rating (EPR) which at the end of 2024–25 was calculated at 0.80356. The EPR means that Museums Victoria outperformed industry peers in relation to claims performance by 19%. WorkSafe Victoria calculates the EPR as an indicator of an organisation's claims performance. An EPR rating of '1' equates to industry average whilst figures below 1 represent a higher level of performance compared to that of their industry peers. The table below provides a breakdown of health and safety incidents.

Health and safety incidents

Visitors

	Visitors	Incidents	Incidents per 100 visitors
2024–25	1,925,353	505	0.0262
2023–24	2,219,641	442	0.0199
2022–23	2,180,770	472	0.0216

Notes:

All visitor numbers for 2024–25 and the comparative years include total attendance across all Museums Victoria's venues (Melbourne Museum precinct, IMAX Melbourne, Immigration Museum and Scienceworks)

Staff

	Staff FTE	Incidents	Incidents per 100 FTE staff members	Lost time standard claims	Lost time standard claims per 100 FTE staff members	Average cost per claim
2024–25	600	108	18.00	2	0.33	\$11,128
2023–24	565	127	22.47	3	0.53	\$21,395
2022–23	531	80	15.06	1	1.88	\$3,589

Notes:

Average cost per claim includes payments to 30 June 2025 as well as an estimate on future claims costs.

Statutory Reports

Accessibility

The *Disability Act 2006* reaffirms and strengthens the rights of people with a disability and recognises that achieving this requires support across the government sector and within the community. Museums Victoria is committed to advancing 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 facilitate employment opportunities for diverse groups and communities.

Our Accessibility and Inclusion Action Plan 2024–27, developed in collaboration with Arts Access Victoria and published online in August 2024, outlines our commitment to fostering inclusion and belonging across all physical and digital spaces. Building on community and staff contributions, the plan focuses on organisation-wide awareness, consultation, and feedback to enhance experiences for visitors and employees. Key actions include:

- **Regular disability inclusion training** for staff, supported by ongoing impact monitoring.
- **Consistent consultation** with Deaf, Disabled, and neurodivergent communities to inform major initiatives such as website and building upgrades, exhibition design, and recruitment.
- **Integrated, accessible feedback systems** with transparent reporting on access issues and enquiries across all channels.

Museums Victoria's education staff apply neurodiversity-informed approaches in their program design and delivery. Recent training has supported staff in developing skills and fostering a sense of confidence in creating culturally safe and inclusive learning environments, particularly when engaging young people in complex and personal explorations of identity.

In 2024–25 the Autism Friendly Museum webpage attracted more than 7,996 visitors (Total Users) with more than 3,112 downloads of Museums Victoria's suite of social stories. Sensory maps for each of the museums were updated and new social stories were developed for *Victoria the T. rex*, *LEGO® Star Wars™: The Exhibition*, *Tinkertown* and *Top Designs 2025*.

Sensory bags, a new initiative to enhance the inclusivity of museum experiences for neurodivergent visitors, were piloted and implemented during the 2024–25 year. The bags, available for free, were implemented across all museums and learning spaces as part of Museums Victoria's commitment to accessible and inclusive practice. These resources are designed to support both students

participating in education programs and members of the general public who may benefit from sensory regulation tools during their museum visit.

Regular low-sensory sessions continued over 2024–25. During these sessions, exhibition lighting and soundscapes are adjusted to reduce sensory stimuli, creating more welcoming environments for visitors who may have difficulty coping with typical levels of multimedia and other effects. Low-sensory sessions are regularly available on the first Saturday of each month at Melbourne Museum, Scienceworks and the Immigration Museum.

Other new and ongoing initiatives delivered this year included:

- A continued collaboration with Vitae Veritas to create accessibility resources for *Top Designs 2025*. These included audio descriptions of student works, a braille tactile map, sensory-friendly map, an access guide, large-format labels and closed captions throughout the exhibition.
- Bilingual Auslan/ English presentations for Museums Victoria Outreach kindergarten program, delivered by a Deaf Learning Facilitator alongside an English-speaking presenter. The program also provided free Auslan tours at Melbourne Museum and offered Auslan-interpreted Scienceworks programs upon request.
- Museums Victoria's first neuroinclusive Nocturnal: Museum After Dark event for adult audiences, Nocturnal: Cracked Up, presented in partnership with The A List and ASPECT.
- Autism Friendly Museum web updates to the Museums Victoria's website including a compressive review of the current language and Social Scripts.
- Melbourne Museum partnered with Connie Benn Early Learning Centre to pilot a Museum Kinder program, supporting visits to the museum by children and families who may otherwise not visit due to socioeconomic barriers.

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. These requirements can be found on the DTF website (<https://www.dtf.vic.gov.au/infrastructure-investment/asset-management-accountability-framework>).

The maturity assessment was last reported in the 2023–24 Annual Report and is next due to be reported in 2026–27.

Building and maintenance compliance

As at 30 June 2025, 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 2024–25 complied with the Building Code of Australia, the National Construction Code, and with the relevant Australian Standards for building and maintenance works. Appropriate mechanisms are in place for the service, inspection, completion and monitoring of maintenance and rectification works on existing buildings.

Major works (more than \$50,000, excluding GST) Melbourne Museum/IMAX Melbourne

- Cladding Rectification Works
- IMAX Foyer and Service Counter Upgrades
- Ground Floor West Toilet Upgrades
- Level 3 West Toilet Upgrades
- Upper West Gallery Exhibition Space Rectification Works

Merri-bek and Spotswood Collection Facilities

- Spotswood (Simcock Ave) External Hardstand
- Spotswood (Simcock Ave) South Gable Wall External Cladding Upgrade Works
- Merri-bek Flood Rectification Works
- Merri-bek Floor Expansion Joint Replacement

Royal Exhibition Building

- Installation of mural protections
- Installation and implementation of digital Building Monitoring Program

Immigration Museum

- West Wing Ceiling Cavity Asbestos Remediation Works

Building permits, occupancy permits and certificates of final inspection

During 2024–25 the following were issued in relation to buildings under Museums Victoria’s responsibility:

Building permits	13
Occupancy permits	0
Certificates of final inspection	12
Emergency orders	0
Building orders	0
Buildings brought into conformity with the building standards	0

Competitive Neutrality Policy

Competitive neutrality requires government businesses to ensure that where services compete, or potentially compete, with the private sector, any net advantage arising from government ownership is accounted for if it is not in the public interest. Government businesses that undertake significant business activities are required to implement competitive neutrality measures (such as setting competitive neutral prices), which accounts for any net advantage that comes from public ownership. The competitive neutrality policy supports fair competition between public and private businesses and provides government businesses with a tool to enhance decisions on resource allocation. This policy does not override other policy objectives of government and focuses on removing resource allocation distortions.

Museums Victoria continues to comply with the requirements under the Competition Principles Agreement and Competition and Infrastructure Reform Agreement.

Consultancies

In 2024–25, six consultancies attracted total fees payable of \$10,000 or greater. The total expenditure incurred during the year in relation to these consultancies is \$176,300 (excluding GST) as outlined in the table of consultancies below.

Consultant	Purpose	Total approved project fee (excl. GST)	Expenditure 2024–25 (excl. GST)	Future expenditure (excl. GST)
Trower Falvo Architect	Royal Exhibition Building master plan project	\$84,000	\$84,000	Nil
Stepping Stones Pty Ltd	Strategic and creative projects advice	\$75,000	\$37,500	\$37,500
Tanarra Foundation Pty Ltd	Scienceworks redevelopment project	\$30,000	\$15,000	\$15,000
Ethos Urban Pty Ltd	Economic value analysis	\$10,000	\$10,000	Nil
Ethos Urban Pty Ltd	Exhibition economic value analysis	\$19,800	\$19,800	Nil
Logicalis Australia Pty Ltd	Information Management Rapid Assessment	\$10,000	\$10,000	Nil

In 2024–25, two consultancies valued individually at less than \$10,000 were engaged. The total expenditure incurred during 2024–25 in relation to these consultancies was \$9,000 (excl. GST).

Details of reviews and studies

The table below details individual reviews and studies completed during 2024–25. Museums Victoria conducted additional internal reviews and commissioned external studies throughout the year which have not been disclosed due to their commercial sensitivity or lack of sufficient structure to warrant inclusion in this report.

Review/ study	Reasons for review/study	Review/ study scope	Anticipated outcomes	Est. cost during 2024–25 (excl. GST)	Final cost if completed (excl. GST)	Publicly available (Y/N) and URL
Economic value report (Ethos Urban)	To determine the value Museums Victoria's exhibitions bring to the Victorian economy in economic terms	Economic impact analysis to determine benefits generated for the Victorian economy	Enhanced planning and advocacy	\$19,800	\$19,800	No
Economic value report (Ethos Urban)	To determine the value Museums Victoria brought to the Victorian economy in 2023–24	Economic impact analysis to determine benefits generated for the Victorian economy	Enhanced planning and advocacy	\$10,000	\$10,000	No
Commercial Tourism Strategy (Sandwalk Partners Pty Ltd)	To determine the scale of opportunity for Museums Victoria and provide expert strategic advice to pursue tourism revenue opportunity	Assessment of Museums Victoria's current commercial tourism capabilities benchmarked against national standards; assessment of scale of revenue opportunity; development of a strategy to guide tourism, marketing, visitor engagement and commercial operations to achieve revenue goals	Museums Victoria- wide consultation project and Commercial Tourism Strategy Report outlining opportunities to maximise revenue	\$77,075	\$72,999	No

Disclosure of major contracts

In 2024–25, Museums Board of Victoria did not enter into any major contracts valued at \$10,000,000 or greater.

Disclosure of grants and transfer payments (other than contributions by owners)

For the 2024–25 financial year, Museums Victoria did not provide grants or transfer payments to any government entity (including general government entities and public non-financial corporations), third-party or parties outside the public sector.

DataVic Access Policy

Museums Victoria is committed to the principles of open access to public data and information. Museums Victoria makes more than 1.42 million collection records freely available on the Museums Victoria Collections website (<https://collections.museums victoria.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 124,992 item and image records available.
- *Atlas of Living Australia* and the *Global Biodiversity Information Facility* – the national and international biodiversity aggregators through which we share 1.04 million zoology specimen and observation records, of which 44,500 have one or more images. More than 45 million individual records were downloaded from the Atlas between July 2024 and June 2025.
- *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 62 Australian organisations (museums, herbaria, state libraries, universities, government agencies, royal societies, and field naturalist clubs). In 2024–2025 we made 70,000 pages of Australia's biodiversity knowledge freely accessible online, bringing the total to 676,054 pages.
- *EarthBank (previously AusGeochem)* – data for 43,568 petrology and mineralogy specimens have been shared and are available on the platform as of June 2025.

Museums Victoria supports a range of Victorian collecting agencies via *Victorian Collections* – a web-based, collection management and publishing system developed and hosted by Museums Victoria in partnership with AMaGA Victoria and funded by Creative Victoria, that is freely available to a range of organisations. As of

30 June 2025, the total number of items digitally preserved and added to Victorian Collections is 537,669, including more than 105,000 that were added in 2024–25. More than 695 organisations have contributed.

Freedom of information

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

An applicant has a right to apply for access to documents held by a government agency. This comprises documents both created by Museums Victoria or supplied to Museums Victoria by an external organisation or individual, and may also include maps, films, microfiche, photographs, computer printouts, computer discs, tape recordings and videotapes. Information about the type of material produced by Museums Victoria is available on Museums Victoria's website under its Part II Information Statement.

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
- information provided to Museums Victoria in confidence
- information that is confidential under another Act.

Under the Act, the Freedom of Information (FOI) processing time for requests received is 30 calendar days. However, when external consultation is required under ss29, 29A, 31, 31A, 33, 34 or 35, a 15-day automatic extension applies. 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

FOI requests can be lodged online at online.foi.vic.gov.au. An application fee of \$33.60 applies. Access charges may also be payable if the document pool is large and the search for material is time consuming. Access to documents can be obtained through a written request to Museums Victoria's Freedom of Information Officer, as detailed in s17 of the Act.

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

If you are unable to make a request online, you can request documents in the possession of Museums Victoria by writing to:

Freedom of Information Officer

Museums Victoria GPO Box 666
Melbourne VIC 3001

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

FOI statistics/timeliness

During 2024–25, Museums Victoria received one Freedom of Information application from a member of the public. The statutory period for this request falls in the 2025–26 financial year.

Further information

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

Availability of Additional Information

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

- a statement that declarations of pecuniary interests have been duly completed by all relevant officers
- details of 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

The following information is not relevant to Museums Victoria for the reasons set out below:

- details of shares held by senior officers as nominee or held beneficially in a statutory authority or subsidiary: Museums Victoria does not hold any shares in any company or subsidiary.

Government advertising expenditure

In 2024–25, there were five campaigns with total spend of \$100 000 or greater (excluding GST). The details of each campaign are outlined below.

Name of campaign	Start/end date	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
<i>Museums Victoria</i>	1 July 2024 – 30 June 2025	Planned \$715,400	Planned \$154,000	Planned \$0	Planned \$48,000	Planned \$260,000	Planned \$1,177,400
Campaign summary: To drive awareness to visit Melbourne Museum, Scienceworks, Immigration Museum, Royal Exhibition Building, Bunjilaka including special events, programs and exhibitions outside of the Touring Hall.		Actual \$716,767	Actual \$158,419	Actual \$0	Actual \$22,891	Actual \$188,592	Actual \$1,086,669
<i>Tourism</i>	1 July 2024 – 30 June 2025	Planned \$90,000	Planned \$0	Planned \$0	Planned \$0	Planned \$120,000	Planned \$210,00
Campaign summary: As above		Actual \$98,697	Actual \$9,000	Actual \$0	Actual \$5,427	Actual \$69,445	Actual \$182,569
<i>Victoria the T. rex</i>	1 July 2024 – 20 October 2025	Planned \$247,000	Planned \$0	Planned \$0	Planned \$50,000	Planned \$66,000	Planned \$363,000
Campaign summary: To drive visitation and revenue and position Melbourne Museum as a must-visit destination, while supporting Victoria's economy and positioning the state as a cultural leader.		Actual \$228,254	Actual \$38,120	Actual \$0	Actual \$17,113	Actual \$62,102	Actual \$345,589

Government advertising expenditure (continued)

Name of campaign	Start/end date	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
<i>Antopia</i>	24 September 2024 – 10 March 2025	Planned \$250,000	Planned \$0	Planned \$0	Planned \$0	Planned \$118,000	Planned \$368,000
Campaign summary: To drive visitation and revenue and position Melbourne Museum as a must-visit destination, while supporting Victoria's economy and positioning the state as a cultural leader.		Actual \$246,117	Actual \$32,220	Actual \$0	Actual \$16,719	Actual \$35,181	Actual \$330,237
<i>LEGO® Star Wars™: The Exhibition</i>	19 November 2024 – 30 June 2025	Planned \$129,000	Planned \$11,500	Planned \$0	Planned \$44,500	Planned \$191,500	Planned \$329,500
Campaign summary: To drive visitation and revenue and position Melbourne Museum as a must-visit destination, while supporting Victoria's economy and positioning the state as a cultural leader.		Actual \$144,299	Actual \$21,541	Actual \$0	Actual \$24,036	Actual \$154,609	Actual \$344,485

Notes:

Research and evaluation were undertaken with existing internal resources.

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

Total Museums Victoria expenditure includes Master Agency Media Services (MAMS) spend plus other advertising support outside of MAMS, such as editorial content partnerships, activations, events and public relations.

Information and communication technology expenditure

For the 2024–25 reporting period, Museums Victoria had a total ICT expenditure of \$7,540,974 with details shown below.

All operational ICT expenditure		ICT expenditure related to projects to create or enhance ICT capabilities	
Business As Usual (BAU) ICT expenditure \$'000	Non-BAU ICT expenditure \$'000	Operational expenditure \$'000	Capital expenditure \$'000
Total	Total A+B	Total	Total A+B
7,541	-	-	-

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 2024–25, Museums Victoria did not commence or complete any Local Jobs First Standard or Strategic projects.

Museums Board of Victoria Financial Management Compliance Attestation Statement

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

Mary Stuart

Mary Stuart
President, Museums Board of Victoria
17 October 2025

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 public interest disclosures from detrimental action by Museums Victoria or its staff are available on the museum website: museums victoria.com.au.

Social Procurement Framework

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

The main requirement and aim of Museums Victoria’s social procurement activities is to use procurement spend to create additional social benefit in the community through several societal-facing initiatives in line with the Victorian Government’s social procurement objectives which include:

- Employing people from disadvantaged backgrounds.
- Purchasing from accredited Victorian-based Aboriginal and Torres Strait Islander majority-owned businesses and increased employment of Victorian Aboriginal people.

- Purchasing from Victorian social enterprises and Australian Disability Enterprises and increased employment of Victorians with a disability.
- Supporting safe and fair workplaces through applying the *Fair Jobs Code* and the *Supplier Code of Conduct* to relevant procurement activities.
- Delivering environmentally sustainable outputs through project-specific requirements to use sustainable resources, manage waste and pollution and use recycled content in construction.
- Adopting environmentally sustainable business practices through waste and airborne pollution reduction.
- Adopting equality and safety practices through the adoption of family violence leave and gender equality support.

During 2024–25, Museums Victoria delivered the following social procurement outputs:

Social Procurement Objectives	2024–25 Achievement
Number of accredited Victorian-based Aboriginal businesses engaged. (2024–25 Target: 1%)	0.72%
Value of work placed on Victorian-based Aboriginal businesses	\$27,914.12*
Social benefit suppliers as a proportion of total suppliers	1.01%
Social procurement direct spend	\$35,730.12

* Further work was placed with non-accredited social enterprises, individuals and businesses.

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

During 2024–25, our direct expenditure with certified social enterprises declined compared to 2023–24. This reduction reflects a shift in purchasing needs driven largely by external factors over the reporting period. While a decrease in direct expenditure with social benefit suppliers is reported for this period, it does not represent a decrease in overall expenditure with social benefit suppliers (i.e., support through indirect contributions or third-party arrangements) not captured by this reporting data.

Museums Victoria remains committed to supporting social procurement as part of our broader sustainability and inclusion objectives and aligned with the Victorian Government’s Social Procurement Framework. The organisation will strive to use accredited social benefit suppliers, wherever practicable.

Disclosure of Emergency Procurement

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

During 2024–25, Museums Victoria activated Emergency Procurement on one occasion in accordance with the requirements of government policy and accompanying guidelines. As a result, two new contracts, each valued at or more than \$100 000 (GST inclusive), were awarded in response to the emergency. Details of these emergency procurements are provided below.

Nature of emergency	Date of activation	Summary of goods and services procured under new contracts	Total spend on goods and services in response to the emergency	Number of new contracts awarded valued at \$100 000 (incl. GST) or more
Merri-bek Collection Facility flooding incident	18 November 2024	Services including surveying, project management, hygienist, recovery and restoration.	\$1,179,485	2

Disclosure of procurement complaints

Under the Governance Policy of the Victorian Government Purchasing Board (VGPB), Museums Victoria must disclose any formal complaints relating to the procurement of goods and services received.

During 2024–25, Museums Victoria did not receive any complaints in relation to the procurement of goods and services.



National Science Week 2024
Source: Museums Victoria | Photographer: Eugene Hyland

About the Financial Statements

The financial statements highlight our financial performance and overall position as at 30 June 2025. The financial statements consist of five parts:

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

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

Comprehensive operating statement

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

Balance sheet

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

Cash flow statement

This statement shows the actual movements of cash during the financial year. Overall, the Museum's available cash significantly decreased as it faces lower net operating cash inflows from reduced revenue and higher expenses compared with last year.

Statement of changes in equity

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

Net worth increased by \$2.970 million from \$2.092 million to \$2.095 million. This increase was due to the \$11.857 million upward revaluation of Exhibitions and capital contributions of \$1.518 million received from Creative Victoria. These increases were, however, offset by the operating deficit of \$10.405 million (after Museums Victoria's \$24.116 million unfunded depreciation expense).

Notes to the Financial Statements.

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

Financial statements

Museums Board of Victoria

Declaration in the Financial Statements

We certify that the attached financial statements for the Museums Board of Victoria have been prepared in accordance with Direction 5.2 of the Standing Directions of the Minister for Finance 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 2025 and financial position of the Museums Board of Victoria at 30 June 2025.

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

We authorise the attached financial statements for issue on 17 October 2025.



.....
Mr Dale McKee

Treasurer, Museums Board of Victoria



.....
Ms Lynley Crosswell

Chief Executive Officer and Director



.....
Ms Simone Richardson

Acting Chief Financial Officer

17 October 2025

.....
Dated

How this report is structured

Museums Board of Victoria (Museums Victoria) has presented its audited general purpose financial statements for the financial year ended 30 June 2025 in the following structure to provide users with 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 2025

	Notes	2025 \$'000	2024 \$'000
Continuing Operations			
Revenue and income from transactions			
Grants	2.2	84,161	51,575
Self-generated Income	2.3	44,702	53,366
Other Income	2.4	10,432	5,870
Total revenue and income from transactions		139,295	110,811
Expenses from transactions			
Employee benefit expenses	3.2	(77,016)	(64,528)
Operating expenses	3.3	(48,310)	(44,428)
Depreciation	4.2	(24,116)	(20,659)
Total expenses from transactions		(149,442)	(129,615)
Net deficit from transactions		(10,147)	(18,804)
Other economic flows included in net result			
Net gain/(loss) on disposal of property, plant and equipment		(174)	-
Net gain/(loss) arising from revaluation of long service leave liability ⁱ		(84)	255
Net gain/(loss) on financial instrument		-	124
Total other economic flows included in net result		(258)	379
Net result		(10,405)	(18,425)
Other economic flows – other comprehensive income			
Items that will not be reclassified to net result			
Changes in physical asset revaluation surplus		11,857	115,801
Comprehensive result		1,452	97,376

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 2025

	Notes	2025 \$'000	2024 \$'000
Financial assets			
Cash and deposits	6.1	29,639	27,095
Receivables	5.1	1,690	3,307
Total financial assets		31,329	30,402
Non-financial assets			
Property, plant, equipment, exhibitions and collections	4.1	2,100,232	2,093,168
Other non-financial assets		5,090	2,997
Total non-financial assets		2,105,322	2,096,165
Total assets		2,136,651	2,126,567
Liabilities			
Payables	5.2	20,833	14,730
Advance from Victorian Government	5.3	2,174	3,110
Leases	6.2.3	2,260	2,028
Employee related provisions	3.2.2	16,316	14,601
Total liabilities		41,583	34,469
Net assets		2,095,068	2,092,098
Equity			
Accumulated deficit		(369,617)	(349,091)
Reserves		1,831,362	1,809,384
Contributed capital		633,323	631,805
Net worth		2,095,068	2,092,098

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

Cash flow statement for the financial year ended 30 June 2025

	Notes	2025 \$'000	2024 \$'000
Cash flows from operating activities			
Receipts			
Receipts from government		85,894	53,295
Receipts from external parties		57,614	58,167
Interest received		1,465	1,670
Goods and Services Tax recovered from the ATO ⁱ		2,030	253
Total receipts		147,003	113,385
Payments			
Payments to suppliers and employees		(128,328)	(113,352)
Total payments		(128,328)	(113,352)
Net cash flows provided by operating activities		18,675	33
Cash flows from investing activities			
Proceeds from sale of non-financial assets		(128)	-
Purchases of non-financial assets		(16,052)	(8,841)
Net cash flows used in investing activities		(16,180)	(8,841)
Cash flows from financing activities			
Finance costs		(186)	(217)
Proceeds of advance from Victorian Government and lease liabilities		294	1,501
Repayments of advance from Victorian Government and lease liabilities		(1,577)	(2,761)
Capital contribution received		1,518	938
Net cash flows used in financing activities		49	(539)
Net Increase/(decrease) in cash held		2,544	(9,347)
Cash and deposits at the beginning of the financial year		27,095	36,442
Cash and deposits for the period ending 30 June 2025	6.1	29,639	27,095

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

The above Cash flow statement should be read in conjunction with accompanying notes.

Statement of changes in equity for the financial year ended 30 June 2025

	Accumulated deficit	Board reserves ⁱ	Trust funds reserves ⁱⁱ	Special purpose reserves ⁱⁱⁱ	Physical asset revaluation surplus	Contributions by owner	Total
							\$'000
Balance at 1 July 2023	(329,881)	9,495	6,916	13,160	1,663,227	630,867	1,993,784
Net result for the year	(18,425)	-	-	-	-	-	(18,425)
Other comprehensive income for the year	-	-	-	-	115,801	-	115,801
Transfer (to)/from accumulated deficit	(785)	2,669	290	(2,174)	-	-	-
Capital contributions	-	-	-	-	-	938	938
Balance at 30 June 2024	(349,091)	12,164	7,206	10,986	1,779,028	631,805	2,092,098
Net result for the year	(10,405)	-	-	-	-	-	(10,405)
Other comprehensive income for the year	-	-	-	-	11,857	-	11,857
Transfer (to)/from accumulated deficit	(10,121)	14,510	273	(4,662)	-	-	-
Capital contributions	-	-	-	-	-	1,518	1,518
Balance at 30 June 2025	(369,617)	26,674	7,479	6,324	1,790,885	633,323	2,095,068

i. 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.

ii. 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.

iii. 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.

Notes to the financial statements

1. About this report

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

Its principal address is:
Museums Victoria
11 Nicholson Street
Carlton 3053
Victoria, Australia

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

Basis of preparation

These financial statements are Tier 2 general purpose financial statements prepared in accordance with AASB 1060 *General Purpose Financial Statements – Simplified Disclosures* for For-Profit and Not-for-Profit Tier 2 Entities (AASB 1060) and Financial Reporting Direction 101 *Application of Tiers of Australian Accounting Standards* (FRD 101).

Museums Victoria is a Tier 2 entity in accordance with FRD 101. These financial statements are the first general purpose financial statements prepared in accordance with Australian Accounting Standards – Simplified Disclosures. Museums Victoria's prior year financial statements were general purpose financial statements prepared in accordance with Australian Accounting Standards (Tier 1). As Museums Victoria is not a 'significant entity' as defined in FRD 101, it was required to change from Tier 1 to Tier 2 reporting effective from 1 July 2024.

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, revenue, 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.

Capital grants which have been designated as contributions by owners are recognised as contributed capital. Other transfers that are in the nature of distributions to or contributions 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'.

These financial statements cover Museums Victoria as an individual reporting entity and include all the controlled activities of Museums Victoria. There is no entity consolidated into Museums Victoria.

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

Going Concern

As a statutory authority established under the *Museums Act 1983*, Museums Victoria must continue its operations to fulfil its legislative responsibilities, including the custodianship of significant state cultural and scientific assets. Museums Victoria continues to be economically dependent on the Victorian Government and receives operational funding through annual appropriations confirmed for the four-year period 2025-26 to 2028-29 by the Department of Jobs, Skills, Industry and Regions (DJSIR) as part of the State Budget process.

Accordingly, these financial statements have been prepared on a going concern basis. This assessment assumes that costs associated with staff redundancy packages and commitments under the Cultural and Creative Agencies Enterprise Agreement will be funded.

In accordance with AASB 101 *Presentation of Financial Statements*, Museums Victoria has assessed that it is appropriate to prepare the Annual Financial Report for 2024-25 on a going concern basis.

Compliance information

These general-purpose financial statements have been prepared in accordance with the FMA and applicable Australian Accounting Standards (AASs), which include Interpretations, issued by the Australian Accounting Standards Board (AASB).

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 grants, 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	2025 \$'000	2024 \$'000
Grants	2.2	84,161	51,575
Self-generated income	2.3	44,702	53,366
Other income	2.4	10,432	5,870
Total income from transactions		139,295	110,811

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

2.2 Grants

	Notes	2025 \$'000	2024 \$'000
Victorian Government grants	2.2.1	79,178	50,195
Commonwealth Government grants		412	785
Other grants		4,571	595
Total grants		84,161	51,575

Grants recognised under AASB 1058

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

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

- contributions by owners, in accordance with AASB 1004 *Contributions*;
- revenue or a contract liability arising from a contract with a customer, in accordance with AASB 15 *Revenue from Contracts with Customers*;
- a lease liability in accordance with AASB 16 *Leases*;
- a financial instrument, in accordance with AASB 9 *Financial Instruments*; 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.

	2025 \$'000	2024 \$'000
Recurrent grant		
Applied to operations	42,991	42,891
Total recurrent grant	42,991	42,891
Other grants from Victorian Government entities	36,187	7,304
Total Victorian Government grants	79,178	50,195

2.3 Self-generated income

	2025 \$'000	2024 \$'000
Fees and charges	28,248	34,598
Sales of goods and services	6,580	8,843
Rent	5,043	5,172
Sponsorship	693	698
Memberships	2,405	2,271
Income TAC - Road to Safety Education Complex (Operational)	1,733	1,784
Total self-generated income	44,702	53,366

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.

Museums 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 sales 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

	2025 \$'000	2024 \$'000
Donations	1,900	1,393
Donated cultural assets at fair value	4,324	1,570
Interest from financial assets	1,489	1,662
Royalties received	19	5
Miscellaneous	2,700	1,240
Total other income	10,432	5,870

Donations income is recognised on receipt.

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

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

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

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

3. The cost of delivering services

Introduction

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

Structure

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

3.1 Expenses incurred in delivery of services

	Notes	2025 \$'000	2024 \$'000
Employee benefit expenses	3.2	77,016	64,528
Operating expenses	3.3	48,310	44,428
Total expenses from transactions		125,326	108,956

3.2 Employee benefit expenses

3.2.1 Employee benefits in the comprehensive operating statement

	2025 \$'000	2024 \$'000
Salaries and wages, annual leave and long service leave	69,506	55,860
Defined contribution superannuation expense	6,876	5,492
Defined benefit superannuation expense	249	260
Termination benefits	385	2,916
Total employee expenses	77,016	64,528

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).

Termination benefits are payable when employment is terminated before normal retirement date, or when an employee accepts an offer of benefits in exchange for the termination of employment. Termination benefits are recognised when Museums Victoria is demonstrably committed to terminating the employment of current employees according to a detailed formal plan without possibility of withdrawal or providing termination benefits as a result of an offer made to encourage voluntary redundancy.

3.2.2 Employee related provisions

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.

	2025 \$'000	2024 \$'000
Current provisions:		
Annual leave	4,345	3,927
Long service leave	8,043	7,276
Provisions for on-costs	2,494	2,090
Total current provisions for employee benefits	14,882	13,293
Non-current provisions:		
Long service leave	1,198	1,105
Provisions for on-costs	236	203
Total non-current provisions for employee benefits	1,434	1,308
Total provisions for employee benefits	16,316	14,601

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

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

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

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

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

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

The components of this current LSL liability are measured at:

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

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

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

3.3 Operating expenses

	2025 \$'000	2024 \$'000
Cost of goods sold	2,325	3,257
Finance costs	186	217
Facilities	17,758	15,364
Consumables and corporate	11,462	11,664
Contractors and exhibitions	12,183	10,108
Marketing and promotion	4,000	3,811
Collections management	396	7
Total operating expenses	48,310	44,428

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.

Facilities expenses consist mainly of electricity, maintenance, repairs, cleaning, fire prevention services and security.

Consumables and corporate expenses consist mainly of IT software purchases, IT leases and carpark levy.

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.

Structure

4.1 Property, plant, equipment, exhibitions and collections

4.2 Depreciation

4.1 Property, plant, equipment, exhibitions and collections

	Gross carrying amount		Accumulated depreciation		Net carrying amount	
	2025 \$'000	2024 \$'000	2025 \$'000	2024 \$'000	2025 \$'000	2024 \$'000
Land at fair value	518,650	518,650	-	-	518,650	518,650
Buildings at fair value	648,309	645,062	(18,169)	-	630,140	645,062
Plant, equipment and vehicles at fair value	38,386	38,813	(31,728)	(32,081)	6,658	6,732
Exhibitions at fair value	17,404	94,478	-	(86,804)	17,404	7,674
Work in progress at cost	24,340	14,930	-	-	24,340	14,930
Collections at fair value ⁱ	903,498	900,462	(458)	(342)	903,040	900,120
Net carrying amount	2,150,587	2,212,395	(50,355)	(119,227)	2,100,232	2,093,168

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

Items of property, plant, equipment, exhibition and collections are measured initially at cost and subsequently revalued at fair value less accumulated depreciation and impairment. Where an asset is acquired for no or nominal cost, the cost is its fair value at the date of acquisition. The cost of constructed non-financial physical assets includes the cost of all materials used in construction, direct labour on the project and an appropriate proportion of variable and fixed overheads.

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.

The following tables are right-of-use assets included in the property, plant and equipment (PPE) balance, presented by subsets of plant and equipment.

4.1.1 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
	2025 \$'000	2025 \$'000	2025 \$'000	2024 \$'000	2024 \$'000	2024 \$'000
Plant, equipment and vehicles	4,082	1,905	2,177	5,042	2,929	2,113
Net carrying amount	4,082	1,905	2,177	5,042	2,929	2,113

	Plant, equipment and vehicles at fair value \$'000
Opening balance - 1 July 2024	2,113
Additions	874
Disposals	(39)
Depreciation	(771)
Closing balance - 30 June 2025	2,177

Right-of-use asset acquired by lessees – Initial measurement

Museums Victoria recognises a right-of-use asset and a lease liability at the lease commencement date. The right-of-use asset is initially measured at cost which comprises the initial amount of the lease liability adjusted for:

- any lease payments made at or before the commencement date less any lease incentive received
- any initial direct costs incurred
- an estimate of costs to dismantle and remove the underlying asset or to restore the underlying asset or the site on which it is located.

Right-of-use asset – Subsequent measurement

Museums Victoria depreciates the right-of-use assets on a straight-line basis from the lease commencement date to the earlier of the end of the useful life of the right-of-use asset or the end of the lease term. The right-of-use assets are also subject to revaluation.

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

	Land	Buildings	Plant, equipment & vehicles	Exhibitions	WIP	Collections	Total
2025	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Opening balance	518,650	645,062	6,732	7,674	14,930	900,120	2,093,168
Additions	-	-	1,435	-	14,896	3,348	19,679
Disposals	-	-	(45)	-	-	(311)	(356)
Asset revaluation	-	-	-	11,857	-	-	11,857
Transfers	-	3,248	183	2,055	(5,486)	-	-
Depreciation	-	(18,170)	(1,647)	(4,182)	-	(117)	(24,116)
Closing balance	518,650	630,140	6,658	17,404	24,340	903,040	2,100,232

4.2 Depreciation

	2025 \$'000	2024 \$'000
Buildings	18,170	16,097
Plant, equipment and motor vehicles	1,647	1,706
Exhibitions	4,182	2,742
Collections-Library (non-Rare)	117	114
Total depreciation	24,116	20,659

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 life for the different asset classes for the current year are included in the table below:

Asset	Useful life (years)
Buildings	17 to 109
Plant, equipment and motor vehicles	1 to 50
Exhibitions	1 to 18
Collections-Library (non-Rare)	50

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

The useful life of Exhibitions has changed from 1-5 years to 1-18 years based on their revaluation in 2024-25. Refer to Section 8.7 for further details.

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

5. Other assets and liabilities

Introduction

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

Structure

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

5.1 Receivables

	2025 \$'000	2024 \$'000
Contractual		
Debtors	1,496	2,954
Allowance for impairment losses of contractual receivables	(3)	(21)
Interest receivable	62	37
Statutory		
GST input tax credit recoverable	135	337
Total receivables	1,690	3,307
<i>Represented by:</i>		
Current receivables	1,690	3,307

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.

5.1.1 Impairment loss

	2025 \$'000	2024 \$'000
Impairment loss		
Impairment loss on contractual receivables		
From transactions	11	9

In accordance to FRD 114 *Financial Instrument*, all entities shall apply the simplified approach, which requires the loss allowance to always be measured at an amount equal to lifetime expected credit losses for all trade receivables, lease receivables and statutory receivables.

The loss allowances for receivables and contract assets are based on assumptions about risk of default and expected loss rates. The expected loss rates applied as at 30 June 2025 vary from 1 per cent for receivables that are more than 30 days past due to 10 per cent for receivables that are more than 120 days past due (30 June 2024 – from 1 per cent to 10 per cent).

Impairment of financial assets

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 includes 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 Museums Victoria's history, existing market conditions, as well as forward-looking estimates at the end of the financial year.

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.

Statutory receivables at amortised cost

The statutory receivables is considered to have low credit risk, taking into account the counterparty's credit rating, risk of default and capacity to meet contractual cash flow obligations in the near term. As a result, the loss allowance recognised for these financial assets during the period was limited to 12 months expected losses. No loss allowance has been recognised.

5.2 Payables

	2025 \$'000	2024 \$'000
Contractual		
Trade creditors	651	318
Other payables	7,975	10,220
Unearned income	4,001	3,082
Accrued salaries	7,846	708
Statutory		
Payroll tax	360	402
Total payables	20,833	14,730
<i>Represented by:</i>		
Current payables	20,833	14,730

Payables consist of:

Contractual payables: Classified as financial instruments and measured at amortised cost. Accounts payable represent liabilities for goods and services provided to Museums Victoria before the end of the financial year and which are unpaid. These amounts are unsecured and usually paid within 30 days following the month of recognition. Unearned revenue comprises Royal Exhibition Building events income and the deferral of membership revenue.

Statutory payables: Recognised and measured similarly to contractual payables, but not classified as financial instruments and not included in the category of financial liabilities at amortised cost, because they do not arise from contracts.

5.3 Advance from Victorian Government

	2025 \$'000	2024 \$'000
Advance from Victorian Government	2,174	3,110
<i>Represented by:</i>		
Current advance	959	936
Non-current advance	1,215	2,174

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 (\$1.298m 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 to acquire the *Triceratops* fossil (\$0.875m remaining). \$0.100m was repaid in the 2025 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 Treasury Corporation of Victoria (TCV) yield rate as at 30 June 2025.

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

	2025 \$'000	2024 \$'000
Cash at call deposits	11,091	12,793
Cash	18,548	14,302
Total cash and deposits	29,639	27,095

Cash and deposits, including cash equivalents, comprise cash on hand and cash at bank [AASB 1060.88].

Museums Victoria's bank accounts are held in the Central Banking System (CBS) under the *Standing Directions 2018*. These balances represent a combination of cash funds and restricted/tied cash funds set aside in special-purpose funds and trusts.

6.2 Leases

Museums Victoria leasing activities

Museums Victoria leases various IT 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 Expense recognised for short-term leases and leases of low-value assets

The following amounts are recognised as expense relating to short-term leases and leases of low-value assets:

	2025 \$'000	2024 \$'000
Expenses relating to leases of low-value assets	757	579
Total amount recognised as expense	757	579

Museums Victoria has elected to account for short-term leases and leases of low-value assets using the practical expedients. Instead of recognising a right-of-use asset and lease liability, the payments in relation to these are recognised as an expense in profit or loss included in "operating expenses" (see note 3.3) on a straight-line basis over the lease term.

6.2.3 Recognition and measurement of leases as a lessee

For any new contracts entered into, Museums Victoria considers whether a contract is, or contains a lease. A lease is defined as 'a contract, or part of a contract, that conveys the right to use an asset (the underlying asset) for a period of time in exchange for consideration'. To apply this definition, Museums Victoria assesses whether the contract meets three key evaluations:

- Whether the contract contains an identified asset, which is either explicitly identified in the contract or implicitly specified by being identified at the time the asset is made available to Museums Victoria and for which the supplier does not have substantive substitution rights;
- Whether Museums Victoria has the right to obtain substantially all of the economic benefits from use of the identified asset throughout the period of use, considering its rights within the defined scope of the contract and Museums Victoria has the right to direct the use of the identified asset throughout the period of use; and
- Whether Museums Victoria has the right to take decisions in respect of 'how and for what purpose' the asset is used throughout the period of use.

Lease Liability – initial measurement

The lease liability is initially measured at the present value of the lease payments unpaid at the commencement date, discounted using the interest rate implicit in the lease if that rate is readily determinable or Museums Victoria incremental borrowing rate.

Lease payments included in the measurement of the lease liability comprise the following:

- fixed payments (including in-substance fixed payments);
- variable payments based on an index or rate, initially measured using the index or rate as at the commencement date;
- amounts expected to be payable under a residual value guarantee; and
- payments arising from purchase and termination options reasonably certain to be exercised.

Lease Liability – subsequent measurement

Subsequent to initial measurement, the liability will be reduced for payments made and increased for interest. It is remeasured to reflect any reassessment or modification, or if there are changes in-substance fixed payments.

When the lease liability is remeasured, the corresponding adjustment is reflected in the right-of-use asset, or profit and loss if the right of use asset is already reduced to zero.

Presentation of right-of-use assets and lease liabilities

Museums Victoria presents right-of-use assets as 'property plant equipment'. Lease liabilities are presented as 'leases' in the balance sheet. Note that leases are also reported in the disclosure of PPE (note 4.1) and Leases (note 6.2).

Future lease payments

	Minimum future lease payments ⁱ	
	2025 \$'000	2024 \$'000
Leases are payable as follows:		
Not longer than 1 year	836	583
Longer than 1 year but not longer than 5 years	1,608	1,630
Minimum lease payments	2,444	2,213
Less future finance charges	(184)	(185)
Present value of minimum lease payments	2,260	2,028

i. Minimum future lease payments include the aggregate of all base payments and any guaranteed residual.

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. 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 2025	Less than 1 year \$'000	1 – 5 years \$'000	5+ years \$'000	Total \$'000
Capital expenditure commitments	1,352	611	-	1,963
Low-value and other lease commitments	379	208	-	587
Operating expenditure commitments	5,977	1,658	-	7,635
Total commitments (inclusive of GST)	7,708	2,477	-	10,185
Less GST recoverable				926
Total commitments (exclusive of GST)				9,259

Nominal amounts 2024	Less than 1 year \$'000	1 – 5 years \$'000	5+ years \$'000	Total \$'000
Capital expenditure commitments	3,976	753	-	4,729
Low-value and other lease commitments	290	273	-	563
Operating expenditure commitments	3,325	1,832	-	5,157
Total commitments (inclusive of GST)	7,591	2,858	-	10,449
Less GST recoverable				950
Total commitments (exclusive of GST)				9,499

Commitments decreased mainly due to lower capital expenditure commitments offset by higher operating expenditure commitments from contracts, including building maintenance. Museums Victoria is also awaiting renewals of a few contractual obligations in the next financial year.

7. Financial instruments, contingencies and valuation judgements

Introduction

It is often necessary for Museums Victoria to make judgements and estimates associated with recognition and measurement of items in the financial statements. This section sets out financial instrument specific information, as well as 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

7.1 Financial instruments specific disclosures

Introduction

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.

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

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

Museums Victoria recognises the following liabilities in this category:

- payables (excluding statutory payables);
- lease liabilities; and
- Advance from Victorian Government.

7.1.1 Financial instruments – Net gain/(loss) on financial instruments by category

\$ '000

2025	Carrying amount	Net gain/ (loss)	Total interest income / (expense)	Fee income / (expense)	Impairment loss
Financial assets at amortised cost					
Cash and deposits	29,639	-	1,489	-	-
Trade receivables ⁱ	1,555	-	-	-	(11)
Total financial assets at amortised cost	31,194	-	1,489	-	(11)
Financial liabilities at amortised cost					
Trade payables ⁱ	8,626	-	-	-	-
Advance from Victorian Government	2,174	-	(84)	-	-
Lease liabilities	2,260	-	(102)	-	-
Total financial liabilities at amortised cost	13,060	-	(186)	-	-

i. The total amounts disclosed here exclude statutory amounts (e.g. amounts owing from Victorian Government and GST input tax credit recoverable).

\$ '000

2024	Carrying amount	Net gain/ (loss)	Total interest income / (expense)	Fee income / (expense)	Impairment loss
Financial assets at amortised cost					
Cash and deposits	27,095	-	1,662	-	-
Trade receivables ⁱ	2,970	-	-	-	(9)
Total financial assets at amortised cost	30,065	-	1,662	-	(9)
Financial liabilities at amortised cost					
Trade payables ⁱ	10,538	-	-	-	-
Advance from Victorian Government	3,110	-	(124)	-	-
Lease liabilities	2,028	-	(93)	-	-
Total financial liabilities at amortised cost	15,676	-	(217)	-	-

i. The total amounts disclosed here exclude statutory amounts (e.g. amounts owing from Victorian Government and GST input tax credit recoverable).

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 2024–25 (2024: Nil).

Contingent liabilities

Museums Victoria has concluded consultation with staff regarding a proposed restructure and has commenced the redeployment period in accordance with the Museums Victoria Staff Enterprise Agreement 2020 (or as replaced). The extent and timing of any potential redundancies are uncertain and subject to final approvals. Museums Victoria is unaware of any further quantifiable or non-quantifiable contingent liabilities in the financial year 2024–25 (2024: Nil).

7.3 Fair value determination

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, 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:

- valuation techniques
- details of significant assumptions used in the fair value determination.

7.3.1 Fair value determination: Non-financial physical assets

Valuation techniques and significant assumptions of non-financial physical assets measured at fair value

AASB 2022-10 *Amendments to Australian Accounting Standards – Fair Value Measurement of Non-Financial Assets of Not-for-Profit Public Sector Entities* amended AASB 13 *Fair Value Measurement* by adding Appendix F *Australian implementation guidance for not-for-profit public sector entities*. Appendix F explains and illustrates the application of the principles in AASB 13 on developing unobservable inputs and the application of the cost approach. These clarifications are mandatorily applicable annual reporting periods beginning on or after 1 January 2024. FRD 103 permits Victorian public sector entities to apply Appendix F of AASB 13 in their next scheduled formal asset revaluation or interim revaluation process (whichever is earlier).

The last scheduled full independent valuation of all Museums Victoria's non-financial physical assets was performed by Jones Lang Lasalle (JLL) in 2021. Annual fair value assessment for 30 June 2025 using VGV (Valuer-General Victoria) does not identify material changes in value. In accordance with FRD 103, Museums Victoria will reflect Appendix F in its next scheduled formal revaluation in 2026 or interim revaluation process (whichever is earlier). All annual fair value assessments thereafter will continue compliance with Appendix F.

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

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

Land valuation

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

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

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

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

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

Building valuation

Buildings are valued under a current replacement cost method adjusted for the associated depreciation.

Since the last comprehensive and independent assessment valuation in the 2021 financial year, Museums Victoria has performed annual fair value assessments on buildings under financial policy and disclosure FRD 103 issued by the Minister for Finance. There were no material movements in buildings in the 2025 financial year.

Plant and equipment (including right-of-use assets) is held at fair value, which has been determined using the current replacement cost method.

Exhibitions are held at fair value, which has been determined using the current replacement cost method. In the 2024–25 financial year, Jones Lang Lascelles (JLL) was engaged to perform a full comprehensive review of the change in the fair value for Museums Victoria's Exhibitions. Overall, the fair value assessment of Exhibitions carried out under FRD 103, showed an increase greater than 10% following its 2024–25 valuation. The revaluation resulted in an increase of \$11.857m in the asset revaluation surplus recognised in other comprehensive income and accumulated within equity. The valuation effective date is 30 June 2025 when the valuer valued these Exhibition assets.

Movement in values was primarily due to increases in the valuation of the current replacement costs of the exhibitions in the Melbourne Museum, Scienceworks and the Immigration Museums. Additionally, following the assessment there was a revision to the remaining useful life of the exhibitions from 1-5 years to 1-18 years.

Collections valuation

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

The Museum's Collection comprises more than 15.5 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 2025, 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).

FRD 103 *Non-financial physical assets* has been updated to defer the implementation of the amendments to the extent it relates to the application of the cost approach requirements until an entity is in a formal revaluation year (unless there is an interim revaluation owing to cumulative fair value movements being 40% or more). For Museums Victoria, this is the 2025–26 financial year. Due to the Collections' size and diversity, the vast bulk of the Collections (low-value items) was valued using a stratified multi-stage sampling method. The multi-stage sampling involves subdividing the low-value collections into smaller, concentrated representative strata for valuation purposes and applying values to a randomly-generated sample from each sub-collection. The stratification reduces the variability of the sampling outcome.

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

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

Overall, the fair value assessment of the Museums Victoria State collection and Library carried out under FRD 103 showed an 8.38% increase in value between the 2021 comprehensive valuation, excluding accessions and deaccessions (8.59% 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 2025.

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

Description of significant unobservable inputs to Level 3 valuation

2025	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, equipment and vehicles
Exhibitions	Current replacement cost	Cost per unit
		Useful life of exhibitions
Collections	Market and recollection cost approach	Significant professional judgement by the valuation expert
		Statistical calculation based on extrapolation of sample valuations

Significant unobservable inputs have remained unchanged since June 2024.

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 Ex gratia expenses
- 8.2 Responsible persons
- 8.3 Remuneration of executives
- 8.4 Related parties
- 8.5 Remuneration of auditors
- 8.6 Subsequent events

8.1 Ex gratia expenses

	2025 \$'000	2024 \$'000
Service Recognition ⁱ	65	-
Total ex gratia expensesⁱⁱ	65	-

i. Payment made in recognition of employee service.

ii. Ex-gratia expenses mean the voluntary payment of money or other non-monetary benefit (e.g. a write off) that is not made either to acquire goods, services or other benefits for the entity or to meet a legal liability, or to settle or resolve a possible legal liability or claim against the entity. Ex-gratia expenses are included in employee benefit expenses (Note 3.2).

8.2 Responsible persons

In accordance with the Ministerial Directions issued by the Minister for Finance under the *Financial Management Act 1994* (FMA), the following disclosures are made regarding responsible persons for the reporting period.

Members of the Board act in an honorary capacity.

Names

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

The Hon Colin Brooks	Minister for Creative Industries	1 July 2024 – 30 June 2025
Ms Lynley Crosswell	Chief Executive Officer and Director	1 July 2024 – 30 June 2025

Board Members:

Ms Mary Stuart (President)	1 July 2024 – 30 June 2025
Mr Jon Faine AM	1 July 2024 – 30 June 2025
Professor Bronwyn Fox AO	1 July 2024 – 30 June 2025
Mr Tim Goodwin	1 July 2024 – 30 June 2025
Ms Clare Kennedy	1 July 2024 – 30 June 2025
Mr Dale McKee	1 July 2024 – 30 June 2025
Ms Linda Bardo Nicholls AO	1 July 2024 – 30 June 2025
Mr Peter Tullin	1 July 2024 – 30 June 2025

Remuneration

Amounts relating to the Ministers 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 \$490,000–\$499,000 (\$480,000–\$489,000 in 2023–24).

8.3 Remuneration of executives

The number of senior executive service members, other than Ministers and accountable officers, and their total remuneration during the reporting period are shown in the table below. Total annualised employee equivalents provide a measure of full-time equivalent executive officers over the reporting period.

Remuneration comprises employee benefits (as defined in AASB 119 *Employee Benefits*) in all forms of consideration paid, payable or provided by the entity, or on behalf of the entity, in exchange for services rendered. Accordingly, remuneration is determined on an accrual basis.

Several factors affected total remuneration payable to executives over the year. A number of employment contracts were completed and renegotiated and a number of senior executive service members retired, resigned or were retrenched in the past year.

8.3.1 Remuneration of executive

(includes Key Management Personnel disclosed in Note 8.4.1)

	2025 \$'000	2024 \$'000
Total remuneration	2,161	1,700
Total number of executivesⁱ	10	8
Total annualised employee equivalentⁱⁱ	8	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 8.4.1).

ii. Annualised employee equivalent is based on the time fraction worked over the reporting period. There were no employees acting in vacant executive officer positions during this reporting period. While the Accountable Officer or Chief Executive Officer (CEO) is a Key Management Personnel, they are excluded from the disclosure of remuneration of executives FRD 21 - Disclosures of responsible persons and executive officers in the financial report.

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
The Hon Colin Brooks	Minister for Creative Industries	1 July 2024 - 30 June 2025
Ms Lynley Crosswell	Chief Executive Officer and Director	1 July 2024 - 30 June 2025
Ms Mary Stuart	Board Member and President	1 July 2024 - 30 June 2025
Mr Jon Faine AM	Board Member	1 July 2024 - 30 June 2025
Professor Bronwyn Fox AO	Board Member	1 July 2024 - 30 June 2025
Mr Tim Goodwin	Board Member	1 July 2024 - 30 June 2025
Ms Clare Kennedy	Board Member	1 July 2024 - 30 June 2025
Mr Dale McKee	Board Member	1 July 2024 - 30 June 2025
Ms Linda Bardo Nicholls AO	Board Member	1 July 2024 - 30 June 2025
Mr Peter Tullin	Board Member	1 July 2024 - 30 June 2025
Mr Sean Royal	Chief Operating Officer	1 July 2024 - 30 June 2025
Mr Sean Royal	Chief Executive Officer & Director (Acting)	5 February 2025 - 23 February 2025
Ms Georgina Cox	Chief Financial Officer	1 July 2024 - 2 March 2025
Ms Georgina Cox	Chief Executive Officer & Director (Acting)	18 July 2024 - 6 August 2024
Ms Rebecca Northeast	Director Corporate Services (Acting)	3 January 2025 - 30 June 2025
Ms Simone Richardson	Chief Financial Officer (Acting)	2 September 2024 - 11 September 2024
		3 March 2025 - 30 June 2025,
Dr Nurin Veis	Director Museums Victoria Research Institute	1 July 2024 - 30 June 2025
Mr Tim Rolfe	Director Exhibitions and Audience Experiences	1 July 2024 - 30 June 2025
Ms Natalene Muscat	Director Communications and Stakeholder Engagement	1 July 2024 - 30 June 2025
Dr Rod Macneil	Director, Governance and Strategic Planning	1 July 2024 - 30 June 2025
Ms Romina Calabro	Director Development and Commercial	1 July 2024 - 30 June 2025
Mr Nick Marchand	Director, Global Engagement, Exhibitions and Experiences	29 January 2025 - 30 June 2025

8.4.1 Remuneration of key management personnel

	2025 \$'000	2024 \$'000
Total remunerationⁱ	2,661	2,180

i. Note that KMPs are also reported in the disclosure of remuneration of executive officers (note 8.3.1) and responsible persons (note 8.2).

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.

	2025		2024		KMP	Relationship	Nature of Transactions
	Revenue \$'000	Expenditure \$'000	Revenue \$'000	Expenditure \$'000			
National Gallery of Victoria	-	-	10	-	Mr Steve Dimopoulos MP	Responsible Minister	Program Partner Fee
CSIRO	50	-	32	1	Professor Bronwyn Fox AO, Board Member	Chief Scientist	Research Grants and contractor expenditure
University of New South Wales	54	4	-	-	Professor Bronwyn Fox AO, Board Member	Deputy Vice Chancellor Research and Enterprise	Publication Sales and training expenditure
L.E.K. Consulting	-	-	2	-	Ms Linda Bardo Nicholls AO, Board Member	L.E.K. Australia Advisory Board	Venue Hire Income
TOTAL	104	4	44	1			

As at 30 June 25, there were no amounts outstanding to Museums Victoria with related parties (2024: Nil).

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

8.4.3 Significant transactions with government-related entities

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

Government-related entity	Transactions	2025 (\$'000)
Department of Jobs, Skills, Industry and Regions	2024–25 Operating Funding	42,991
Department of Jobs, Skills, Industry and Regions	CV Grant Allocation	34,095
Department of Education and Training	Strategic Partnership Program	591
Department of Education and Training	Early Childhood STEM Professional Learning	188
Visit Victoria	LEGO® Star Wars™: The Exhibition	950
Department of Treasury and Finance	Interest Income, Central Banking System arrangement	1,489
Victorian Managed Insurance Authority	Insurance settlement	1,389
Victorian Managed Insurance Authority	General & specialised insurance	(1,076)
Department of Treasury and Finance	Finance Lease - Vicfleet	(290)
Various Government Departments	Other minor transactions ⁱ	335

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

Government-related entity	Transactions	2024 (\$'000)
Department of Jobs, Skills, Industry and Regions	2023–24 Operating Funding	42,891
Department of Jobs, Skills, Industry and Regions	CV Grant Allocation	6,090
Department of Education and Training	Strategic Partnership Program	573
Department of Education and Training	Early Childhood STEM Professional Learning	137
Visit Victoria	Titanic: The Artefact Exhibition	220
Department of Treasury and Finance	Interest Income, Central Banking System arrangement	1,662
Victorian Managed Insurance Authority	General & specialised insurance	(975)
Department of Treasury and Finance	Finance Lease - Vicfleet	(58)
Various Government Departments	Other minor transactions ⁱ	279

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)	
	2025 (\$'000)	2024 (\$'000)
Department of Jobs, Skills, Industry and Regions	-	31
Owing to other Government-related entity	66	111
Total Outstanding To Museums Victoria	66	142
Department of Treasury and Finance	(1,490)	(1,348)
Department of Jobs, Skills, Industry and Regions	(1,239)	(2,171)
Owing by other Government-related entity	(163)	(163)
Total Outstanding By Museums Victoria	(2,892)	(3,682)
Net Outstanding	(2,826)	(3,540)

8.5 Remuneration of auditors

	2025 \$'000	2024 \$'000
Victorian Auditor-General's Office		
Audit of the financial statement	105	99
Total remuneration of auditors	105	99

8.6 Subsequent events

Subsequent to the reporting date, on 6 August 2025, Museums Victoria announced a reduction to staffing levels of approximately 55 full-time equivalent roles (in addition to visitor engagement and security staffing changes). In response a Voluntary Departure Program (VDP) was initiated, inviting Expressions of Interest (EOIs) from all ongoing staff, excluding casual employees. Participation in the program is voluntary.

The VDP is subject to approval by the Australian Taxation Office (ATO) to ensure that eligible payments receive concessional tax treatment. As at the date of signing these financial statements, the number of accepted EOIs and the outcome of ATO approval remain pending. Accordingly, the financial impact of the program cannot be reliably estimated, and no adjustments have been made in the financial statements for the year ended 30 June 2025.

On 12 August 2025, the Fair Work Commission approved the Cultural and Creative Agencies Enterprise Agreement 2025, which came into effect on 19 August 2025. The related expenses and liabilities are recognised as part of the 2024-25 financial report. These include 3% salary increments, agility payments and a one-off \$5,600 payment to eligible employees.

Other than the matters outlined above, there has not arisen in the interval between the end of the financial year and the date of signing these financial statements, any other item, transaction or event of a material and unusual nature likely to affect significantly the operations of Museums Victoria.

8.7 Change in Accounting Estimate

Museums Victoria revised the useful life of its Exhibitions to align with the latest management assessment. Exhibitions remaining useful life is 1–18 years (previously 1–5 years). The revision more accurately reflects the remaining useful life in Exhibitions. The impact of the accounting change in useful life is nil in depreciation in 2024–25 as the new useful life will begin in the 2025–26 financial year onwards. Museums Victoria expects a reduction in depreciation expense of approximately \$379,000 in the year ending 30 June 2026 compared to year ending 30 June 2025, assuming no further changes in asset usage or condition.

The change in estimate does not affect any other asset or liability balances and has no impact on cash flows. This change does not impact Museums Victoria's recurrent funding, as the government does not fund Museums Victoria for its depreciation cost.

Independent Auditor's Report

To the Board of the Museums Board of Victoria

Opinion	I have audited the financial report of the Museums Board of Victoria (the authority) which comprises the: • balance sheet as at 30 June 2025 • 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 material accounting policy information • declaration in the financial statements. In my opinion, the financial report presents fairly, in all material respects, the financial position of the authority as at 30 June 2025 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 Australian Accounting Standards - Simplified Disclosures.
Basis for Opinion	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. My independence is established by the <i>Constitution Act 1975</i>. My staff and I are independent of the authority in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 <i>Code of Ethics for Professional Accountants (including Independence Standards)</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. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.
Other information	The Board of the authority is responsible for the "other information" included in the authority's Annual Report for the year ended 30 June 2025. The other information in the Annual Report does not include the financial report and my auditor's report thereon. My opinion on the financial report does not cover the other information included in the Annual Report. Accordingly, I do not express any form of assurance conclusion thereon. In connection with my audit of the financial report, my responsibility is to read the other information when it becomes available and, in doing so, consider whether the other information is materially inconsistent with the financial report or my knowledge obtained in the audit or otherwise appears to be materially misstated. If, based on the work I have performed, I conclude that there is a material misstatement of this other information, I am required to report that fact. I have nothing to report in this regard.
Board's responsibilities for the financial report	The Board of the authority is responsible for the preparation and fair presentation of the financial report in accordance with Australian Accounting Standards - Simplified Disclosures and the <i>Financial Management Act 1994</i>, and for such internal control as the Board determines is necessary to enable the preparation of a financial report that is free from material misstatement, whether due to fraud or error. In preparing the financial report, the Board are responsible for assessing the authority'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.

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 authority'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 authority'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 authority 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
20 October 2025



Paul Martin
as delegate for the Auditor-General of Victoria

Disclosure index

Museums Victoria's annual report is prepared in accordance with all relevant Victorian legislations and pronouncements. This index has been prepared to facilitate identification of the Museums Board of Victoria's compliance with statutory disclosure requirements.

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Glossary

Australian Research Council (ARC): A national funding body for research and innovation in Australia, supporting projects across various disciplines.

Commonwealth Scientific and Industrial Research Organisation (CSIRO): The Commonwealth Scientific and Industrial Research Organisation, Australia's national science agency.

Culture Makers Program: An educational initiative supported by the Scanlon Foundation, focusing on cultural reclamation and inclusion.

Deaccessioning: The process of removing an object or piece from a museum's collection.

Department of Infrastructure, Transport, Regional Development, Communications and the Arts 2024

Indigenous Repatriation Program: The Indigenous Repatriation Program—Museum Grants supports the return of Australian First Nations peoples' ancestral remains (ancestors) and secret sacred objects (objects) held in the collections of eight major Australian museums to their Traditional Custodians. The eight eligible major museums are: Australia Museum, National Museum of Australia, Museum and Art Gallery of the Northern Territory, Museums Victoria, Queensland Museum, South Australian Museum, Tasmanian Museum and Gallery and Western Australian Museum.

FSC certified: Product certification by the Forest Stewardship Council (FSC), an international non-profit organization dedicated to promoting responsible forest management.

International Council of Museums (ICOM): The International Council of Museums is a global organisation of museums and museum professionals committed to the promotion and protection of cultural heritage.

Learning Access Fund: The Museums Victoria Learning Access Fund provides free or subsidised education programs to eligible schools that have not visited Museums Victoria venues in the past two years and which have a high number of students experiencing social disadvantage, based on the Student Family Occupation Education (SFOE) index.

Learning Lab: An immersive digital space at Melbourne Museum for educational programs connecting museum collections with digital technologies.

Melbourne Planetarium: The Melbourne Planetarium at Scienceworks features a 16m domed ceiling, reclining seats and a full-dome video projection system with surround sound, offering astronomical shows and events.

Museums Act 1983: Legislation that establishes the governance framework for Museums Victoria.

Museums Board of Victoria (the Board): A statutory body established under the *Museums Act 1983*, responsible for the governance and management of Museums Victoria.

Museums Victoria Research Institute: The research arm of Museums Victoria, leading innovative research and maintaining the State collection.

NAIDOC Week: National Aborigines and Islanders day Observance Committee (NAIDOC) Week is an annual celebration of the history, culture, and achievements of Aboriginal and Torres Strait Islander peoples.

Net Zero Roadmap: Museums Victoria's roadmap to reducing carbon emissions and achieving net-zero emissions in operations.

Nocturnal: Museum After Dark: A series of evening events at Melbourne Museum featuring talks, tours, food, drinks and music for adults.

State collection: The State collection of Victoria encompasses more than 15 million items and is an invaluable record of Victoria's environmental and cultural history.

STEM: Acronym for Science, Technology, Engineering and Maths, focusing on education and literacy in these subjects.

Victorian Aboriginal Heritage Council (VAHC): The Victorian Aboriginal Heritage Council is an independent statutory body that represents the Aboriginal community in Victoria on cultural heritage matters.

Victorian Public Sector employment principles and standards: Principles ensuring fair and merit-based employment practices, fostering career opportunities and providing avenues for resolving workplace issues. The standards guide the development of employment processes.

Victorian Public Sector Values: Values outlined in the *Public Administration Act 2004*, including responsiveness, integrity, impartiality, accountability, respect, leadership and human rights.

Yulendj Group: A collective of Elders and community representatives from across Victoria. Yulendj collaborate with Museums Victoria to curate exhibitions and programs that represent Aboriginal culture and history.



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