

# Old Treasury Building Annual Report 2023-24







**PROTEST**  
**MELBOURNE**

SEXISM  
IS ALIVE  
& LIVING IN  
AUSTRALIA

  
Lynnham High Band

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#### RESPONSIBLE BODY'S DECLARATION

I am pleased to present the Old Treasury Building Reserve Committee of Management's Annual Report for the year ending 30 June 2024.

A handwritten signature in black ink, reading "Marian Quartly". The signature is written in a cursive, flowing style.

Professor Marian Quartly  
Chair  
2024



# THE YEAR IN BRIEF

The Committee of Management is pleased to report on its management of the Old Treasury Building (OTB) for the period 1 July 2023-30 June 2024. The lingering impact of the COVID pandemic was still apparent during this period, although visitor numbers continued to improve. A total of 45,935 attended either the museum or one of the online programs, which is a 50 per cent increase on the previous year. This was broken down as follows:

## **PUBLIC ACCESS PROGRAMS**

38,928 visited in person.

A further 6,346 visited as part of a booked tour.

661 attended a digital lecture or presentation on the day of presentation. Subsequent attendance is reported under digital engagement.

In addition, the OTB's digital content was viewed more than 3.7 million times.

## **EXHIBITIONS**

Two new long-term exhibitions were curated in-house and prepared for installation. The first was a small display about Federation, placed in the Deakin Room, while the second concluded the story of gold in the basement vaults, tracing the journey of gold from mine to mint.

The temporary exhibition *Lost Jobs: the changing world of work* concluded in December and was replaced with *Belongings: objects and family life*. This exhibition traced the impact of a range of objects on family life in Australia. *Belongings* and other exhibitions in the building were presented in partnership with Public Record Office Victoria.

In addition, the museum received two in-coming exhibitions from the Museum of Australian

Democracy in Canberra. *Behind the Lines: the year's best political cartoons 2022* was exhibited from June to August 2023; while *Behind the Lines 2023* was displayed from March to May 2024.

## **LECTURES AND SEMINARS**

In all 49 lectures or seminars were presented during the year, mostly online. Partnerships continued with the History Council of Victoria and Monash University, presenting Making Public Histories; and the Australian Catholic University and Deakin University presenting Material Histories. Kenneth Park continued his popular series of lectures but moved to online presentation.

## **EDUCATION PROGRAM**

School programs continued to resume their pre-COVID popularity, with a 13 per cent increase in attendance in booked groups. In all some 5,277 students from a mix of government and independent schools attended a booked program.

## **DIGITAL AND SOCIAL MEDIA**

Digital followers increased across all sites, though changes to social media provider-sharing algorithms made it increasingly difficult to reach followers. Nevertheless, the Old Treasury's social media content was viewed more than 3.5 million times during the year.

## **VOLUNTEER PROGRAM**

The volunteer program continued to be active with both onsite attendance and a program of external visits.

## **THE HERITAGE BUILDING**

Repainting of areas of external woodwork was completed. A project to upgrade the basement bathroom to make it compliant with accessibility standards was also completed. A project to effect major repairs recommended to the building's stonework, roof and gutters did not progress.

## **FINANCIAL MANAGEMENT AND ADMINISTRATION**

The exhibition and other programs were all managed within budget. All staff and Committee members completed required training modules, including in cultural awareness and child safe practices.



A handwritten signature in dark ink, reading 'Marian Quartly'.

Marian Quartly  
Chair



A handwritten signature in dark ink, reading 'Margaret Anderson'.

Margaret Anderson  
Director



Our Vision-

*The Old Treasury Building*

*-inspiring museum and cherished  
heritage icon-*



# STRATEGIC VISION

## STATEMENT OF PURPOSE

We present lively and inclusive programs that tell Victorian stories, contribute to community connectedness, and inspire a sense of place.

We work in partnership with First Nations people and Victorian communities to present diverse perspectives on the past, including 'difficult' histories.

We bring the Old Treasury Building to life and nurture it for the people of Victoria and beyond.

## OLD TREASURY BUILDING GOVERNANCE

The Old Treasury Building is managed by the Old Treasury Building Reserve Committee of Management Inc., under the Crown Land Reserves Act (1978). Committee members are appointed by the Minister for Finance. The building is part of the Treasury Reserve Precinct and is included on the Victorian Heritage Register. The Committee's responsibilities under the Act are to:

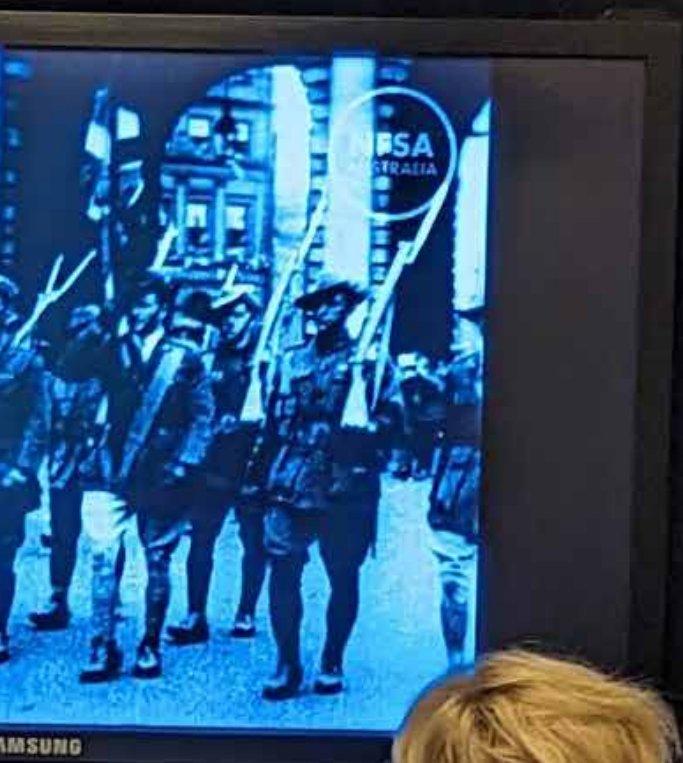
- Ensure public access to the building through a mix of cultural and promotional activities
- Preserve the building's heritage value
- Use its best endeavours to operate on a self-funded basis.

## THE BUILDING

The Old Treasury Building is one of Australia's finest nineteenth-century buildings. It was constructed between 1858 and 1862 to store the gold then flooding into Melbourne from the Victorian goldfields. Above ground it provided offices for senior government officials, including the Governor of Victoria. The historic Executive Council Chamber is still used on a weekly basis, in a remarkable sequence of continuous use.

The ground floors and basement vaults now house a free public history museum, open on six days each week. Accommodation in upper floors is leased to a range of tenants. Income derived from these tenancies funds museum operations.







# FUTURE PRIORITIES

## THE STRATEGIC PRIORITIES FOR 2024-25 INCLUDE:

- ➔ Curate and install a new long-term exhibition *Making Modern Melbourne* in three ground floor galleries
- ➔ Curate and install *Toilet Tales: how the Governor got a brand-new WC*
- ➔ Research and script a new temporary exhibition *The Swinging Sixties* for installation in November 2025
- ➔ Write and design digital content to accompany *Making Modern Melbourne*
- ➔ Continue digital lecture and seminar series and support contributing partnerships
- ➔ Present four seminars in the Material Histories series
- ➔ Participate in festivals and public events as relevant and practicable
- ➔ Prepare annual Marketing Plan (including digital strategy)
- ➔ Manage programs within budget
- ➔ Seek external funding of programs
- ➔ Consult with and support staff and volunteers through any recurrence of COVID
- ➔ Facilitate building maintenance program as requested
- ➔ Manage leases through periods of review and renewal
- ➔ Facilitate relevant staff training, including on Child Safe procedures and practice.

# EXHIBITION PROGRAM

The museum at the Old Treasury Building is presented on the ground floor, in the former gold vaults in the basement and in selected areas on the first floor. Exhibitions present aspects of the history of Victoria relevant to the building and its context. Principal themes are the history of gold in Victoria, its impact on the city of Melbourne, the growth of the city itself and the evolution of a democratic system of

government. We also interpret the heritage building and the career of its architect, JJ Clark. In line with the Committee of Management's terms of reference, entry to the museum is free.

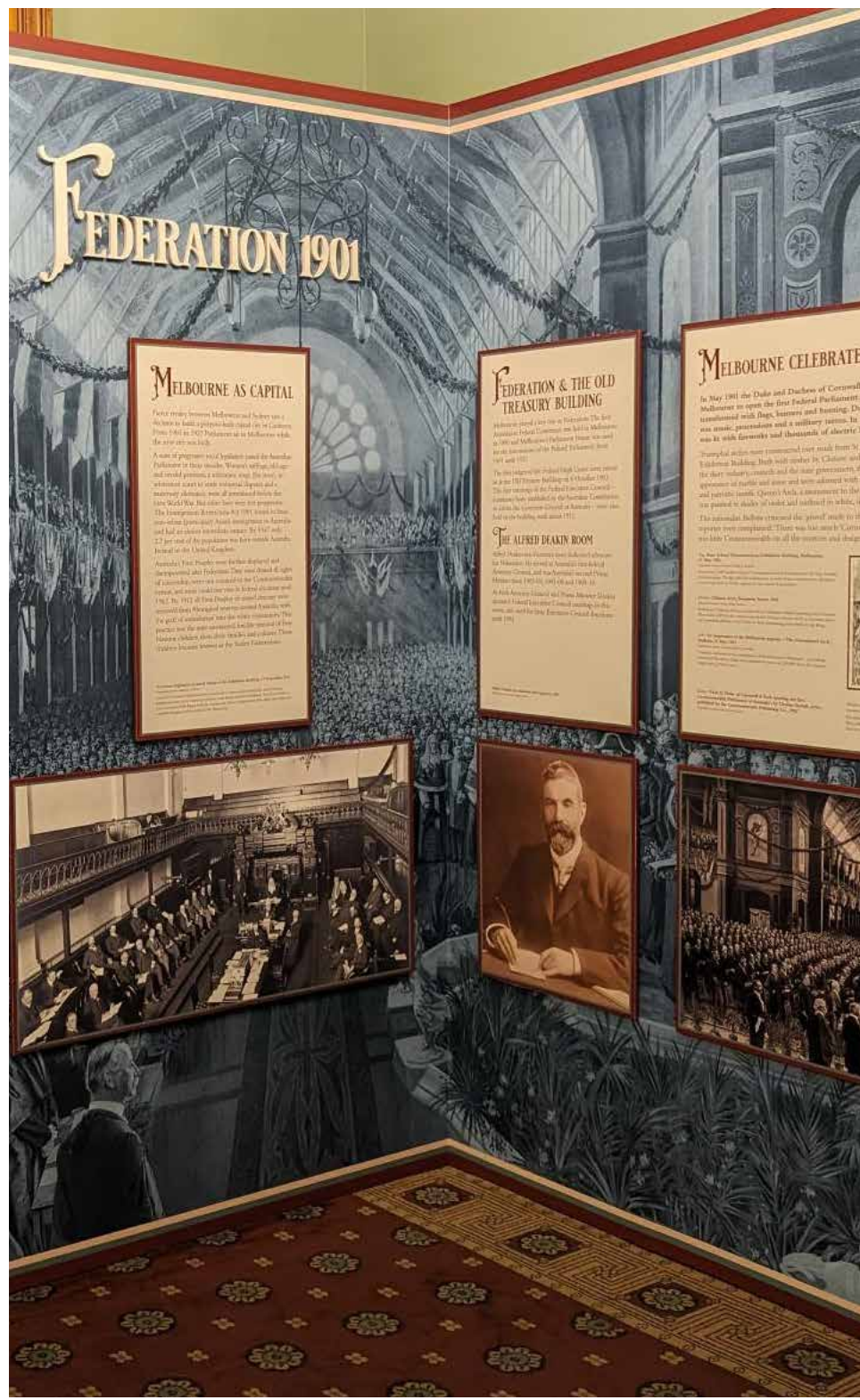
The exhibition program tries to combine one or more temporary exhibitions, with changes to longer-term displays to refresh exhibits, attract new audiences and ensure the preservation of artefacts on display. In 2023-24 the exhibition program was presented in partnership with Public Record Office Victoria.

## THE FEDERATION OF AUSTRALIA

A series of self-supported exhibition panels was installed in the ground floor room that once formed part of the Governor's suite. This display presents a brief outline of the Federation story and outlines the part Melbourne played in the ceremonies in 1901.

Further panels explore the role of Melbourne as national capital in the period from 1901 to 1927 as the eventual capital city of Canberra was built. During this period the Executive Council of the new Australian Government met in the Old Treasury Building and signed into law such signature legislation of the new Federal Government as women's suffrage, the age and invalid pensions, a maternity allowance and the creation of the Conciliation and Arbitration Court. We acknowledge that it also passed the Immigration Restriction Act, known as the White Australia Policy.

This room houses the desk thought to have been used by Alfred Deakin as Attorney General of Victoria. He is said to have drafted part of the Australian Constitution at this desk.





# EXHIBITIONS CURATED IN-HOUSE LONG-TERM EXHIBITIONS

## THE VALUE OF GOLD

A new display installed in vault 8 in the basement concludes the story of gold. It traces the journey of gold during the gold rush from mine to mint and offers visitors some indication of the value of gold at the time. Individual panels of the display tell of the perils of transporting gold, the story of the gold escorts hired to protect the precious metal and of the bushrangers who preyed on travellers and escort alike.

Elements of the previous display were retained, including the popular gold bars, which were cleaned and given a facelift. The exhibition was curated by Ann Wilcox.



LEFT: Federation display in the Deakin Room. Photo by K. Dunning.  
RIGHT: The new display in Vault 8: *The Value of Gold*. Photo by K. Dunning.

EXHIBITIONS CURATED IN-HOUSE

# TEMPORARY EXHIBITIONS

## BELONGINGS: OBJECTS AND FAMILY LIFE

*Belongings* is an exhibition about the role of objects in everyday life. It focusses specifically on the family and on objects that played an active part in shaping family life over the decades. The objects selected range in size from the family home and the motor car to the mobile phone, but we argue that each shaped the Australian family in some way.

Owning a 'home of our own' has been part of what we see as the 'Australian way of life' since the early twentieth century. In the exhibition we represent this crucial 'object' through a marvellous, cardboard model of a home, produced by the State Bank of Victoria from the mid-1920s, and by two of the many house plans offered by the Housing Department of the same bank. These were all made available by Public Record Office Victoria. The motor car is also represented pictorially, for obvious reasons. Our small galleries do not allow for such large exhibits!

However other objects were all small enough to be displayed. Several items of domestic technology feature, including the telephone (both old and new), a camera, a television, a fridge and an indoor toilet. The television 'plays' footage of the first moon landing, supplied by the National Film and Sound Archive with permission from NASA.

Other objects reflect directly on the changing family. We included the packaging of a contraceptive pill, released in Australia in 1961, and an infant feeding bottle, since safe 'artificial' feeding of babies was crucial to better infant survival. A popular exhibit is a 1940s wedding dress, which represents both continuity and change. While the size and structure of the family changed enormously over the decades, the wedding and the wedding dress have proved enduringly popular.

We also examined aspects of culture, including the role of religion in everyday life, and elements of popular culture like the footy jumper. This is Victoria after all! Or even the humble teapot — sitting down to 'a cuppa' is still the response to many a family crisis. And finally, we speculated about the ways in which families create their own cultural traditions, from preserving links to culture through ancient craft practices, to those we create and recreate in our own lifetimes, through family celebrations of holidays and birthdays.

Visitors leaving the exhibition are asked to nominate their own important objects and their suggestions have been many and varied.





We received loans and images from a wide range of individuals and cultural collections and wish to thank Barka Arts for Blak Markets, Field of View Photography, Geelong Art Gallery, Koorie Heritage Trust, Mont de Lancey Homestead, Museum of Applied Arts and Sciences, Museums Victoria, National Library of Australia, National Portrait Gallery, Public Record Office Victoria, Rennie Ellis Archive, Royal Australian and New Zealand College of Obstetricians & Gynaecologists, State Library Victoria, *The Age*, the Hari Krishna Temple, Iskcon and Whitehorse Historical Society. Thanks also to Auntie Marilyne Nicholls, Letty Nicholls, the Aveling family, Dulcie Elaine Maxwell, Joy Budd, Suzanne and Maurice Chilton, David and Elizabeth Reeves.

The exhibition was curated jointly by Margaret Anderson and Ann Wilcox.



# INCOMING EXHIBITIONS TEMPORARY EXHIBITIONS

## BEHIND THE LINES: THE YEAR'S BEST POLITICAL CARTOONS OF 2022

*Behind the Lines* is a popular exhibition, showcasing the best in political cartooning from the previous year. It is created each year by the Museum of Australian Democracy in Canberra and toured throughout the country. The exhibition has enjoyed a popular season at the Old Treasury Building in recent years.

*Behind the Lines: the year's best political cartoons of 2022* was shown from 6 June to 8 August and was very popular with visitors.



## BEHIND THE LINES 2023: ALL FUN AND GAMES

It so happened that the next exhibition in this series was also scheduled for a season in the building in this reporting year. Cartoons from 2023 were displayed from 24 March to 24 May. A digital discussion with Political Cartoonist of the Year Fiona Katauskas and *Behind the Lines* curator Alex Walton was facilitated on 3 April and uploaded to the Old Treasury's YouTube Channel.



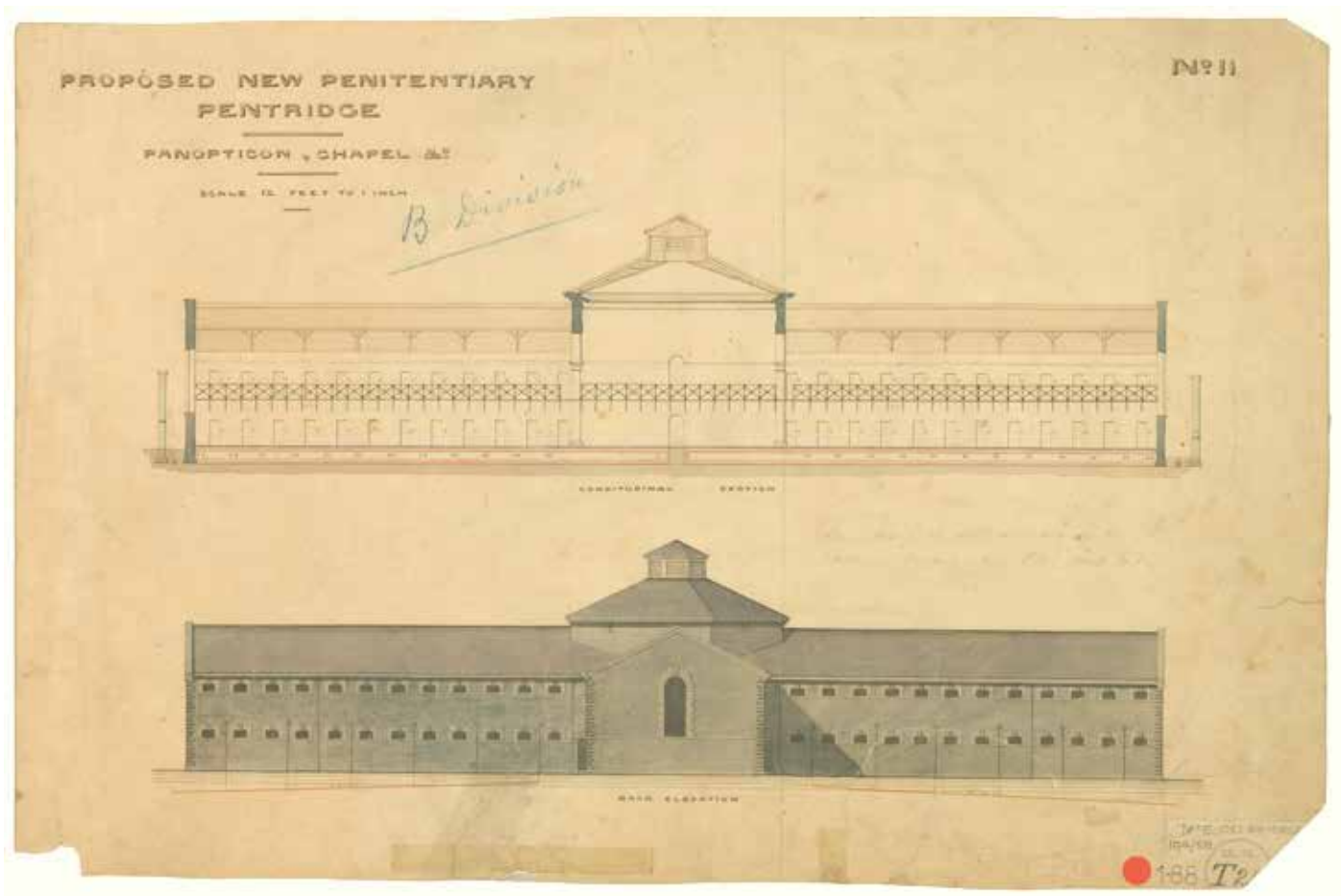
TOP: Hero image from *Behind the Lines: The Year's Best Political Cartoons, 2022*.  
LEFT: Hero image from *Behind the Lines 2023: All Fun and Games*.  
RIGHT: Proposed New Penitentiary Pentridge, Panopticon & Chapel, attributed to John James Clark, c. 1858. Reproduced courtesy Public Record Office Victoria.



# EXHIBITIONS IN PREPARATION

## John James Clark: Colonial Architect

A new long-term exhibition has been researched by Ann Wilcox and prepared for installation later in 2024. It charts the life and career of JJ Clark, architect of the Old Treasury Building. Original plans of the building and other architectural drawings have been provided for display by Public Record Office Victoria. The exhibition will be installed on the first floor and can be removed easily to accommodate incoming exhibitions. It will be available to the public during tours of the building, or on special open days.



## Making Modern Melbourne

A long-term exhibition continuing the story of Melbourne from 1900 to the present will be installed on the ground floor in galleries currently showing *Women Work for Victory in World War II* and *A Nation Divided: The Great War and Conscription*. These exhibitions have been uploaded to the website with additional support material so that their content continues to be accessible for schools and general public use. Research for *Making Modern Melbourne* was largely completed by June and the exhibition will be designed later in 2024 for installation early in 2025.

# PUBLIC PROGRAM

A busy program of public events was presented, with most offered online. Although audiences have scaled back from the numbers during COVID, the 49 lectures or seminars still attracted 661 audience members on the day of presentation. Many hundreds more have listened to the recordings uploaded to YouTube after the event.

The new digital seminar series Material Histories continued to engage a significant audience. Four seminars were presented during the year on the following varied topics: Early toilets (July), Objects of war (November), Black and white in fashion (March) and Objects at sea (June). To date over 700 people have either zoomed into the seminar on the day or listened to the recordings on YouTube. In 2023 the program was offered in partnership with the Australian Catholic University. In 2024 Deakin University joined the partnership. We are grateful to both our tertiary partners for their contributions and support. The program was convened by Margaret Anderson and Dr Lorinda Cramer (Deakin University), both of whom also contributed papers, while the technical aspects of the program (including editing and upload) were managed by Katie Dunning.

We also value our partnership with the History Council of Victoria and the History Program at Monash University, with whom we present an annual program of digital seminars known as Making Public Histories. Five seminars are presented annually. Once again topics ranged widely and included: Culture in overseas embassies (July), discussion with Prof. Joan Beaumont (September), Making history exhibitions (November), Australia's housing crisis (March) and Energy transitions: historicising Australia's nuclear debate. Margaret Anderson convened the program from late 2023.

The Old Treasury Building also presented six lectures in a series linked to the exhibition program. Topics included Children in the Workforce in the Past (Margaret Anderson October), Men's Fashion in Melbourne's Swinging Sixties (Melissa Bellanta ACU October), Behind the Lines (with the Museum of Australian Democracy March) and The Teapot in Victoria (Margaret Anderson May). Katie Dunning managed the program behind the scenes. The combined audience for these events was 937 (148 'live' and 789 on the recording).

Kenneth Park also continued his lecture series this year, moving to online presentation. Over 900 people listened to his presentations.



## LIGHTING THE BUILDING

An upgrade to the external lighting system two years ago created the capacity for coloured lighting programs to be managed in-house, with more than one colour. During the year the building participated in the following government initiatives:

- White: Sydney's Bondi Westfield
- Orange: Fragile X, Guru Nanak Dev Ji, Victoria Against Violence
- Green: Wicked
- Green/Gold: Matildas
- Gold: International Childhood Cancer Awareness Month
- Purple: Coronation King Charles III, National Domestic Violence Remembrance Day/Safe Steps, ITP Awareness Week, Maddie Riewoldt's Vision, The Australasian Mastocytosis Society, Wear It Purple Day
- Purple/Green: Royal Children's Hospital Good Friday Appeal
- Blue: Apraxia Awareness, Huntington's Victoria, Lymphoedema Awareness
- Blue/Green: Stroke Foundation
- Blue/Yellow: Ukraine Independence Day
- Rainbow: IDAHOBIT, LGBTQ Domestic Violence Awareness Day
- Pink: AFL Women's League
- Saffron/White/Green: Diwali Festival
- Red: World Kidney Day, World Encephalitis Day, FASD Awareness Day, World Haemochromatosis Week
- Red/Green: City of Melbourne Christmas Festival
- Red/Yellow/Blue: ASEAN Summit

The Old Treasury Building illuminated blue and green for Stroke Week. Photo: K Dunning



# EDUCATION PROGRAMS

It was pleasing to note that school tour attendance continued to grow during the year, although it is yet to return to pre-COVID numbers. In all some 5,277 students visited in a booked school tour — a 13 per cent growth over last year. Years 5/6 and 9 were once again the most popular years for tours, in line with the curriculum for these years, with the main interest shown in programs on democracy, the gold rush and early Melbourne. As in previous years, the main attendances were from primary school children (with a 3 per cent increase), with fewer attendances in the secondary years. However, the growth in secondary numbers was greater, at 34 per cent. We hope that this will continue.

Government schools made up about 37.5 per cent of visiting schools overall, with more clustered in the primary years. Catholic and Independent schools dominated visits in the secondary years. However, the number of Catholic primary students increased this year (by 150 per cent), while the number of government secondary students increased by a similar per centage, suggesting that targeted marketing efforts may have paid off.

The tours were presented by 23 casual guides, all of whom were qualified teachers. Two new casual guides were recruited this year. A quarterly training program was also offered on aspects of the exhibition program and cultural awareness.

## **OTHER TOURS (ADULTS)**

Adult tours of the building (provided at a fee) also continued to flourish, with a growth in attendance of 25 per cent. This included both tours booked specifically by groups and the monthly Sunday tours introduced last year, which continued to be well supported. The move from booking platform Eventbrite to Humanitix saw no reduction in patronage.

The Education and other tour programs were managed by Katie Dunning.



## THE OLD TREASURY BUILDING





# MARKETING

The Old Treasury Building's marketing budget is limited, especially when compared to the resources available to many competing attractions. As a result, we tend to focus on digital marketing and on participating in programs offering co-promotion through external publications, both print and digital. In this period they included Melbourne Fashion Week, Victorian Seniors Festival, Women's History Month, PayPal Melbourne Fashion Festival, Melbourne International Comedy Festival, Victorian Law Week and the Heritage Festival. Presentations in the Material Histories series dovetailed well with several of these events, ensuring access to a larger market audience. Event organisers also appreciated access to subject-matter experts and several contacted us in advance to ensure that we could participate. In addition, social media 'events' like #MuseumWeek and #Museum30 were successful in increasing general brand recognition.

The impact of the COVID-19 pandemic continues to be felt in tourism and in tourism marketing. The *Chinese Official Visitors Guide*, once one of our most reliable sources of visitors, is yet to raise enough interest to return to production. Other avenues traditionally used have ceased production altogether. Resources have continued to be reallocated to encouraging local visitors and booked tours to great effect. School bookings exceeded the previous year's encouraging results, and adult tours showed an increase on last year, which had already surpassed pre-COVID numbers. The Old Treasury Building was present at four education conferences this year— the History Teachers (HTAV) Annual Conference, ComView, VCE History (HTAV) and the Education Show. Feedback from attendees about their experiences at the Old Treasury Building was positive.

However, the slow return of international tourists to Melbourne has impacted overall visitor numbers at the museum. Analysis of visitor country of origin revealed a higher proportion of local visitors and a preponderance of international visitors from European countries. The significant number of visitors who came from different areas of Asia before COVID have not returned.

## THE OLD TREASURY BUILDING GAZETTE

The Gazette keeps subscribers up to date with new programs, associated talks and lectures and general information. Subscribers increased by 15 per cent and had a 47 per cent read rate (10 per cent increase since last year). With declining numbers on social media, the Gazette is becoming one of our most important communication tools. Analytics suggest that it is our best tool for event subscription.

## GOOGLE

We had 1345 reviews, with an average of 4.5/5 stars. These reviews also included the Victorian Marriage Registry as people confused the two.





# DIGITAL PROGRAMS

The Old Treasury Building maintains a digital presence via a dedicated website and active participation on various social media accounts, including Twitter (X), Facebook and Instagram. In addition, a very active program of digital lectures was presented via Zoom and uploaded to our YouTube channel. Overall, we estimate that our content was seen some 3.7 million times. Digital programs were managed by Katie Dunning.

## SOCIAL MEDIA

The Old Treasury Building's social media accounts continued to grow in followers, although this did not flow through to engagement numbers. Facebook 'likes' increased by 2 per cent to reach 2,258 followers, but the reach of page posts decreased again this year. The most popular post was seen by 7,000 people.

Instagram followers increased by 9 per cent. Despite doubling the number of posts to Instagram, the number of views per post decreased by 3 per cent. While our reach doubled to 11,107 therefore, this was not necessarily proportionate to the effort invested.

Twitter (X) seems to have settled down somewhat after the tumultuous year of 2022-23, but that may still change. Our followers increased by 2 per cent. The best month coincided with the social media event #MuseumWeek and this year that, combined with increased activity around the *Behind the Lines* exhibition, meant that 'views' were more than double those of last year. Our content was seen approximately 3.4 million times on Twitter (X).

YouTube subscribers increased by 46 per cent while views increased by 54 per cent to 5,522. These videos include all our public programs, as well as content uploaded over the previous 10 years. This year's most popular upload was 'Men's Fashion in Melbourne's Swinging Sixties: The View from a Discotheque', which has been viewed 396 times to date. It was presented as part of Melbourne Fashion Week.

## WEBSITE

As the number of pages on the website grows, so do the number of people viewing them! This financial year saw 146,646 users view content on the site — a 61 per cent increase on last year. They viewed a total of 291,913 pages (a 56 per cent increase).

October 2023 saw the largest number of unique individuals view the site, although it is difficult to know why this was. The World War I 'Propaganda' page continued to be the most viewed (after the homepage), followed by 'First Peoples and the Yarra' and 'The Gold Licence'. 'Lost Jobs' was the most-viewed online exhibition, significantly surpassing the traditional favourite, 'Gold Rush', which remained steady. It seems likely that many of our online exhibitions are used as resources by schools, with a marked increase in views during school terms, and a decrease during the school holidays.

LEFT: Part of the Old Treasury Buildings display at The Education Show. Photo by K. Dunning.  
RIGHT: The Old Treasury Building's highest performing Facebook post from the year. This post was seen by almost 7,000 people.



# VOLUNTEER & GUIDE PROGRAM

The Volunteer program continued to be strong with 40 active volunteers. There were five new recruits during the year.

To provide additional interest and opportunities to engage in the broader sector, volunteers were offered a program of optional visits and seminars. These included tours of State Library Victoria, the Royal Botanic Gardens, LUME and the University of Melbourne. A background introduction to the Old Treasury's new display on Federation was also offered. More lighthearted events included a program of Friday night films, and a 'treasure' quest designed to expand knowledge of the building.

The Old Treasury Building participated in programs offered by several peer networks in the voluntary sector. They included the Cultural Volunteers Managers' Network, Volunteers Victoria and the Managers of Volunteers Network Melbourne.

The Volunteer program was managed by Sally Bodinnar and Katie Dunning.





# MAINTAINING HERITAGE VALUE

Maintenance of the Old Treasury Building is managed in conjunction with the Treasury Reserve Precinct. A five-year capital works and maintenance schedule was developed in 2015-16 and implementation began in 2016-17. Additional *ad hoc* repairs were undertaken to ceilings on the second floor.

As part of the major works program all external woodwork was painted in the last financial year. However some sections needed to be repainted. This was completed satisfactorily late in 2023.

Minor repairs were also completed to the stonework to prevent falling masonry, but the wider amelioration project scoped by architects Lovell Chen in their Dilapidation Report is still to be funded. Much of this work was assessed as urgent. Work on both the roof and gutters is also outstanding.

A project to upgrade the basement bathroom to make it compliant with accessibility standards was funded and was completed within both time and budget. The new bathroom is now in use.

Refurbishment of brass handrails on the forecourt to repair damage caused by skate-board riders, to prevent further damage and to avoid accidents did not proceed, but the handrails have been modified to prevent skateboarders using them.

Onsite management of all projects and liaison was managed by Sally Bodinnar.





# ADMINISTRATION AND FINANCE

The Old Treasury Building is required under its enabling regulations to pursue financial self-sufficiency. The main source of income in any year is rental from the range of tenancies in the building. Rentals are based on formal reviews completed by the Valuer-General.

The following organisations occupied tenancies in 2023-24:

- Department of Families, Fairness and Housing
- Department of Premier and Cabinet on behalf of the Governor-in-Council and other tenants
- Department of Justice (Victorian Marriage Registry)
- Office of the Victorian Government Architect.

## OTHER INCOME

Additional income was derived from tours, education programs and hiring spaces within the building for photography or film locations, although this continued to be less than in the years before COVID.

## FINANCIAL OUTCOME

Overall, careful financial management saw a positive increase in total equity.

Income increased overall compared to last year with the greatest increase in museum admissions. Admissions clearly showed the return of visitors, while increased tour bookings, especially for a new monthly public tour, sold well.

The new range of merchandise continued to prove popular both onsite and through the new online store. Sales of exhibition catalogues and other books, along with customised OTB merchandise, were popular choices.

Use of the building as a physical location for the film/ photography industry increased though it has not yet returned to pre-2020 levels.

Expenditure increased and this reflected the costs associated with installing the many exhibitions planned during the 2023-24 financial year. New modular walls and cabinets were purchased to improve visitor experience and at the same time safeguard the building's heritage walls. Expenditure included the installation of two short-term exhibitions, an upgrade to the vaults digital control system, the installation of a long-term exhibition on Federation and minor refurbishment of the Caretakers' living quarters. Employment expenses increased as more guides were engaged to cover the return of schools for educational tours.

## OPERATING STATEMENT

### Income

Tenant Income	\$911,990
Museum Admissions	\$73,510
Other Income	\$26,878
Total Income	\$1,012,378

Cost of Sales	\$3,363
Gross Surplus	\$1,009,015

### Expenses

Employment Expenses	\$563,298
Exhibitions and Tours	\$223,337
General Expenses	\$106,446
Total Expenses	\$893,081

Net Surplus/Deficit	\$115,934
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## BALANCE SHEET

Assets	
Cash and Equivalents	\$1,395,015
Trade Debtors	\$21,401
Non Current Assets	\$19,722
Total Assets	\$1,436,138

Liabilities	\$173,792
NET ASSETS	\$1,262,346

### Equity

Equity Retained Earnings	\$1,146,412
Current Year Earnings	\$115,934
TOTAL EQUITY	\$1,262,346



## SECURITY AND RISK MANAGEMENT

The following were undertaken as part of a program to improve security and work, health and safety in the building:

Continuing fire warden training

Improvements to the response time for emergencies via use of technology

On-going First Aid and CPR training.

The Risk Register was reviewed and updated.

The Emergency Planning Committee continued to meet monthly and organised additional training to support the Warden team in their roles and responsibilities. Four training sessions for all wardens were presented, two with external providers and two conducted internally. Ongoing annual training was conducted for guides and casual staff.

All First Aid Officers held current CPR & First Aid certification.

The Child Safe Policy and Risk Register were reviewed and updated.

All finance and administrative matters were managed by Operations Manager Sally Bodinnar.

## GOVERNANCE AND ADMINISTRATION

The Committee of Management met on four occasions in this period.

Members were:

- Professor Marian Quartly (Chair)
- Associate Professor Don Garden OAM (until 8 November 2023)
- Corrinna Hale
- Ian Wight
- Professor Janet McCalman AC (from 15 March)
- Dr Judith Smart AM (from 15 March)
- Dr Bart Ziino (from 15 March)

Meetings were held on 7 August, 23 October, 26 February and 27 June.

## STAFF

The following staff training was undertaken during the year:

Child Safety Standards

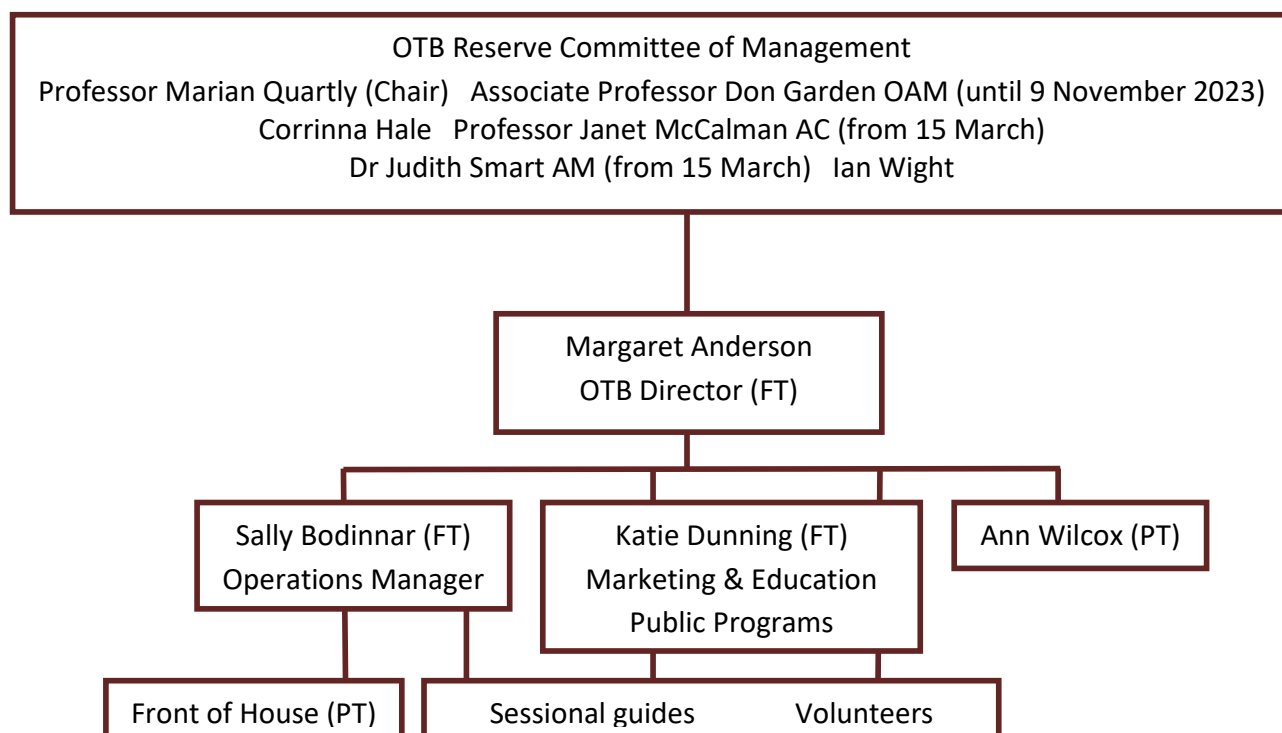
Disability Confidence Training

Victorian Tourism Industry Council 2024 Summit

First Aid and CPR to retain certification




Ongoing fire response and warden training

Technology upskilling – (various).





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