

2017-18 National Gallery of Australia Corporate Plan

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Introduction

On behalf of the National Gallery of Australia Council (the accountable authority), we present the 2017 National Gallery of Australia Corporate Plan, prepared in accordance with paragraph 35(1)(b) of the *Public Governance, Performance and Accountability Act 2013* and covering the periods of 2017-18 to 2020-21. The Corporate Plan is renewed annually and has a four-year outlook.

The National Gallery of Australia (NGA), located in Canberra, is the Commonwealth of Australia's national cultural institution for the visual arts. Since the establishment of the NGA in 1967, we have played a leadership role in shaping visual arts culture across Australia and its region. Through our dynamic displays of the national collection of works of art, diverse exhibitions and outreach programs, publications and scholarship, our vision is to inspire all Australians to increase their understanding, knowledge and enjoyment of the visual arts at the local, national and international levels.

This plan emphasises our ongoing commitment to make the National Gallery of Australia an interesting and creative organisation, visibly serving Australia as a leader in promoting visual culture and a venue for debates around visual culture. We also have a commitment to provide exceptional art engagement experiences on-site and off-site to ensure we serve the whole nation. The NGA has embarked on an organisational renewal process which is driving changes in culture and performance and helping us meet challenges facing the arts in the future.

The NGA's renewed organisational structure will focus on the following areas:

- Financial sustainability – ensuring we have clear methodologies about setting budgets, financial reporting and accountabilities and therefore optimising the management and allocation of our resources.
- Development and fundraising – ensuring we have a new, robust and more ambitious approach to development and fundraising, essential as NGA increasingly looks beyond government to achieve creative viability.
- Exhibition planning – ensuring we achieve a deliverable three year forward plan for major exhibitions and communicating the plan with clarity on budgets and expectations.
- Collection issues – developing clear strategies on collection management, ranging from policies on acquisitions, to storage and deaccessioning, and including robust discussion on how the NGA can better share its collections with the nation.
- Sharing knowledge - give new attention to the role of the NGA as a centre and base for 'knowledge' in relation to the visual arts in Australia, and how that can be better achieved.

There is no doubt that the next four years will be challenging for the National Gallery of Australia. We will be operating in a period of financial austerity, and will be asked to do more with less. It is therefore vital that we focus on our core responsibilities and priorities, and resource them appropriately.

Allan Myers AC QC
Chairman
National Gallery of Australia Council

Dr Gerard Vaughan AM
Director
National Gallery of Australia

About the national collection

- The NGA is the custodian of more than 153,000 works of art, the largest collection of any art gallery in Australia. Our collections are grouped into five main areas: Indigenous and non-Indigenous Australian arts; Asian art; Pacific art; and European and American art. Together they constitute the national collection and belong to the people of Australia.
- 864,567 visitors to the NGA in Canberra
- Since 1988, the NGA's travelling exhibitions program has hosted 10,379,175 visitors
- 16,353 Members
- 50,000 Facebook followers
- 36,000 Twitter followers
- 47,000 Instagram followers
- The NGA Indigenous Arts Leadership Program now boasts 77 alumni from across Australia
- 674 people participated in 137 Art and Dementia tours
- Value of the Collection is approximately \$6 billion
- 1,107 loans of works from the national collection to other cultural institutions principally throughout Australia, but including key loans to overseas institutions.

The following **Purpose** page lists the key activities and enabling activities that will support delivery of our purpose for the reporting periods. The **Performance** section expands on these activities and, where relevant, includes discussion—under separate headings—of environmental factors impacting on their delivery.

Purpose

Legislated Mandate Section 6 of the National Gallery of Australia Act 1975	<ul style="list-style-type: none">• To develop and maintain a national collection of works of art• To exhibit, or to make available for exhibition by others, works of art from the national collection or works of art that are otherwise in the possession of the Gallery, and• To use every endeavour to make the most advantageous use of the national collection in the national interest.
Government Outcome	Increased understanding, knowledge and enjoyment of the visual arts by providing access to, and information about, works of art locally, nationally and internationally.
Purpose for the period 2017-18 to 2020-21	The NGA will provide visitors with an exceptional experience that highlights Australia's rich visual arts culture alongside the art of our region and the world. Through the national collection, exhibitions, educational and public programs, outreach initiatives, research and publications, infrastructure and corporate services, the NGA will be a model of excellence in furthering knowledge of the visual arts locally, nationally and internationally. Through its activities, the NGA will make art accessible, meaningful and vital to diverse audiences.
Activity 1	Develop and maintain an outstanding national collection
Activity 2	Educate and inspire audiences through exceptional experiences
Sub-Activity 2.1	Increase access to and engagement with the national collection locally, nationally and internationally
Sub-Activity 2.2	Provide inspirational exhibitions, programs and outreach initiatives
Environmental Factors	Geography, display space
Enabling Activity 1	Provide sound corporate and strategic support
Sub-Activity 1.1	Manage, develop and maintain strategic relationships
Sub-Activity 1.2	Manage the NGA's financial resources and maximise returns from commercial operations
Sub-Activity 1.3	Manage and develop the NGA's infrastructure and human resources
Environmental Factors	Infrastructure

Our values

Art for everyone

We want everyone to experience art. We provide access to art within and beyond the NGA walls. Everyone's life can be enriched by art, and everyone should be able to find something to engage with in the national collection.

Striving for excellence

We strive to lead the way in our field and in everything we do. We are open to new ideas and new ways of doing things.

Creative engagement

We want all Australians with an interest in art and visual culture to regard the resources of the NGA as interesting and informative. We offer opportunities to expand knowledge about art and artists from Australia and around the world, and how they relate to and reflect Australian social and cultural issues and ideas, both historically and right now. We want every visit to the NGA—either on-site or remotely—to be enjoyable and thought provoking.

Courage

We are not afraid to forge new paths and be progressive.

Respect

We treat everyone with consideration and courtesy, and we embrace diversity.

Our Strategic Priorities

A number of strategic priorities for the NGA have been identified by the Senior Executive Team. These priorities were established as a result of a strategic review of Gallery operations undertaken in 2016. The priorities provide a framework for taking forward our vision and thinking on the NGA's prime responsibilities with respect to collection development and display, collection management, exhibitions, visitor engagement, communication, education, outreach and audience growth particularly in the context of our national leadership role. The strategic priorities recognise a substantial body of work to be undertaken on the NGA's back of house operations and infrastructure so as to position the NGA for the most efficient and effective delivery of our charter.

The strategic priorities are:

- Financial sustainability – the NGA will work throughout the next two years to achieve a strong financial position so as to be more resistant to future shock. Major financial decisions will be made and financial management systems introduced, in line with our priority positively to shift the current financial position of the Gallery to achieve sustainability. This will be done through implementation of our new Financial Sustainability Plan.
- Visitor Experience and Engagement – the NGA will prioritise new initiatives to extend and deepen visitor experience and engagement with the NGA. These new initiatives include collaborating with our audience, community and stake holders to create and publish new content, reflecting multiple voices relevant to the activity of the NGA, evolve the NGA member's magazine to service audience development and support new ways better to serve the physical needs of visitors to the building.
- Information and Communications Technology, Digital Infrastructure and Assets – NGA, under the direction of the Senior Executive Team and a new Chief Information Officer, will provide robust computer, communication and digital infrastructure for its operations. We will focus attention on systems integration and the implementation of a digital corporate management working environment.
- Organisational Culture – we will focus on developing a commitment- driven, high performing, workplace culture which prides itself on excellence, continuous improvement and diversity.
- Processes and Procedural Reform – the NGA will continue to work on changes required to streamline our processes and procedures to ensure that we are operating efficiently and effectively. We will continue to improve accountability and align our governance frameworks with best practice.

Performance

Activity 1 Develop and maintain an outstanding national collection

Collection building

The NGA aims to build a collection of outstanding quality through purchase, gift and bequest. Our focus over the reporting periods will be to continue building the national collection across agreed collecting areas, principally Indigenous and non-Indigenous Australian art and nineteenth to twenty-first century European, American, Asian and Pacific art. In support of this, we will be conducting a review of our Acquisitions Policy to ensure the criteria for acquisitions remain effective and appropriate to the ongoing development of the national collection. The main focus of this review will be on reducing substantially the amount of works acquired and an emphasis on acquiring masterpieces and works of merit. Another key area this review will include is deaccessioning.

Donations and gifts of works of art account for a significant portion of our collection building activities. Such contributions allow us to acquire works we may not otherwise be able to access. The NGA actively seeks to encourage private donations and gifts supported by the tax incentives provided through the Cultural Gifts Program, ensuring donors are suitably acknowledged. We also seek a limited number of strategic long-term loans for work for works which the NGA could never afford or have access to due to provenance issues.

Care and management of the collection

The NGA applies the highest professional standards of collection management. Collection assets include the national collection of works of art, valued at some \$6 billion, and the Research Library collection, valued at more than \$37 million.

All works of art are accessioned and documented accurately and within agreed timeframes, with the information stored in the NGA's collection management system (CMS). The NGA actively works to improve the accuracy and discoverability of data within the CMS to support our purpose of making the most advantageous use of the national collection. For example, we engage with colleagues from around the world through an international committee established by the J Paul Getty Museum in Los Angeles. The committee contributes to international data standards and vocabularies in the specialist field of art museum documentation.

The NGA maintains the quality and condition of individual works in the national collection through our conservation program. Works of art are treated in accordance with priorities and the highest standards of international conservation practice.

The condition of the national collection is further maintained through strict environmental and lighting controls in storage and display areas and other preventative conservation measures. These controls also apply to other venues to which works from the national collection travel.

Over the reporting periods, the NGA will continue to work closely with the Australian Biosecurity (formerly the Australian Quarantine and Inspection Service) to ensure the safety of the national collection and the efficient importation of works for collection and display.

As custodians of the national collection, we ensure that all cultural assets in the collection are protected at all times. We regularly review and address risks to the national collection as part of the NGA's Risk Management Framework (more information on pages 26 and 27).

Digital Asset Management

The NGA is committed to preserving and presenting works of art for the enjoyment of all Australians. One way we are achieving this is through the digitisation of the national collection. While digital reproduction cannot replace an original work of art, it plays a vital role in ensuring works, particularly fragile, light-sensitive ones which cannot be displayed for long periods, can be preserved for future generations. It also contributes to activities aimed at increasing access to the collection remotely.

In line with government and public expectations, we will seek to exploit emerging technologies to improve service delivery and maximise the public's engagement with the national collection.

The NGA's performance objectives, measures and applicable targets for Activity 1 are:

Objectives	Measure	Target (if applicable)	PBS (Page)	2017-18	2018-19	2019-20	2020-2021
Acquire, by purchase, gift or bequest, works of art of outstanding quality	Number of acquisitions (made in the reporting period)	900	179	✓	✓	✓	✓
	Number of objects accessioned (in the reporting period)	900	179	✓	✓	✓	✓
	Review <i>Acquisitions Policy</i>	By June 2018		✓	✓	✓	✓
	Implement Strategic Fundraising Plan for 2017-18	By November 2017				✓	✓
Conserve and maintain the national collection	Number of works of art subjected to conservation treatment	2,400	179	✓	✓	✓	✓
	Update and implement the Collection Preservation Plan	By June 2018		✓	✓	✓	✓
Document, manage and digitise the national collection	Percentage of works acquired, researched and documented in accordance with endorsed standards	100%		✓	✓	✓	✓
	Percentage of the collection digitised	62% of the total collection	179	✓	✓	✓	✓
	Number of works digitised annually	8,500		✓	✓	✓	✓

Sub-Activity 2.1 Increase access to and engagement with the national collection locally, nationally and internationally

Sub-Activity 2.2 Provide inspirational exhibitions, programs and outreach initiatives

We endeavour to be the primary place to see and understand the visual culture of Australia and to preserve it for the Australian people now and in the future. Over the reporting periods, the NGA will use collection displays, exhibitions, travelling exhibitions, loans, programs, outreach initiatives, research and publications, and technology to increase access to the national collection and provide audiences with exceptional experiences that enhance their knowledge and enjoyment of the visual arts.

Visitor experience

Creating exceptional experiences depends on a commitment to improve services continuously. To that end, the NGA continually looks at improving the visitor experiences at the NGA from pre-visit preparation to post-visit reflection, learning and sharing.

The NGA actively seeks visitor feedback and conducts data analysis to identify trends and improve the visitor experience. To this end, in the past year we have consolidated the front-facing Visitor Experience Host Team; established a dedicated gallery and 'art play' space for children, families and young people; extended engagement with living artists through a commissioning program and reactivated the first floor foyer through the relocation of the shop.

Optimising access

The national collection belongs to all Australians and the NGA has a duty to ensure that it can be accessed by people of all abilities, and those who are not able to physically visit Canberra. When on-site, visitors have access to mobility aids, while tours and programs can be tailored to suit individual needs.

We recognise the importance of actively engaging audiences with works of art both on-site and online. We want to leverage new technologies to facilitate access and engagement while visitors are on-site and last year launched an NGA app including a map and a guide which provides information about works on display and details of exhibitions and services. Digital signage in key locations around the NGA provides way-finding and informs visitors of upcoming tours and events.

We are equally focussed on enhancing the art experience outside of the building, acknowledging that modern audiences are ready and willing to engage online and through their handheld devices and smartphones. Over the reporting periods, the NGA will continue to explore ways to expand our online audience and implement our digital art education and access initiatives within available resources.

Changing displays

The NGA champions pride and confidence in Australia's visual culture through inspiring displays of the national collection of Australian art. The outcome of our major relocation and rehang of the non-

Indigenous Australian art collection in 2015 was the physical establishment of an important link with the expansive Indigenous collections already on display on Level 1. We remain committed to bringing the whole panorama of Australian visual culture— historic and contemporary— together to create interesting dialogues.

Alongside our collection of Australian art, we are the custodians of many fine international collections which the NGA will continue to strengthen across the reporting periods. In particular, the NGA plays an important role in representing and promoting the rich visual art culture of our neighbours in the Asia Pacific region.

Over the reporting periods, we will continue to pursue new and exciting ways of showcasing the breadth and depth of the national collection, aiming to explore issues relevant to the Australian experience reflecting local, national and international perspectives.

Contemporary art

The NGA holds a substantial collection of Contemporary art, both Australian and international. The newly established curatorial department dedicated to global contemporary practice is giving a specific focus to the growth of this collection through acquisition and commissioning to bring a fresh perspective to all our displays and acquisitions. The Gallery has devoted the entire ground floor to Contemporary Global art and is committed to a changing exhibition program which highlights new acquisitions and curated exhibitions throughout the year.

Importantly in the year ahead, Contemporary art will also be presented through the building in a series of commissioned projects: the Balnaves Contemporary Interventions. With the generous support of the Balnaves Foundation, these projects provide an opportunity for commissioned artists to make work specific to the architectural opportunities which the building presents.

The new Contemporary Art Department has a 'world picture' acquisition strategy that seeks to reflect the globalisation of contemporary art since 2000; a strategic focus on collecting non-traditional media, reflecting the hybridity of contemporary art practice; and aims to work closely with artists in the realisation of projects that will enhance our audiences' exposure to and understanding of contemporary art practice globally.

Stage 2

The NGA is continuing to develop plans for the Stage 2 redevelopment, which will see much-needed additional space for our collection and displays.

The concept includes a major new space dedicated to global contemporary practice and a series of beautifully designed and positioned food and beverage retail spaces increasing social and commercial activity on the site.

Acknowledging the challenging fiscal environment currently confronting us, particularly in terms of government funding, the timing for progression of Stage 2 will depend on the availability of both government and private support. We will actively pursue discussions with stakeholders over the coming years.

Indigenous engagement

The NGA commits to genuine and ongoing relationships with the local traditional owners of the ACT region.

The NGA holds the most extensive Australian Indigenous collection of works of art in the world and through this, seeks to showcase and engage the cultural expression of the First Peoples of Australia.

In partnership with Wesfarmers Arts, the NGA is proud to host Australia's leading Indigenous leadership program (the NGA Indigenous Leadership and Fellowship Program), giving elevation and support to Indigenous professionals across the visual arts and broader arts industries. The NGA is contributing to an ever-thriving cultural continuum that will benefit the wider Australian community.

We have developed the strategic document *Our Vision: Aboriginal and Torres Strait Islander Art at the NGA* which sets out our goals and aspirations for Indigenous exhibitions, content, programs, education, people and collections. We are working closely with Reconciliation Australia to develop our Reconciliation Action Plan for ratification in the 2017-18 period. As the 50th anniversary of the 1967 Referendum, 2017 has been an important year for Indigenous engagement at a national level, and the NGA's programs and exhibitions have sought to reflect this.

The NGA will also host *Defying Empire: 3rd National Indigenous Art Triennial* which will bring the works of 30 contemporary Aboriginal and Torres Strait Islander artists from across the country into the national spotlight.

The 3rd National Indigenous Art Triennial at the National Gallery of Australia commemorates the 50th anniversary of 1967 Referendum that recognised Aboriginal and Torres Strait Islander people as Australians for the first time. It explores the ongoing resilience of Australia's Indigenous people since first contact, through to the historical struggle for recognition and ongoing activism in the present day.

Exhibitions

Our high-quality exhibitions and associated programs are one of the main drivers of visitation to the NGA. We aim to design and present well-researched, balanced, stimulating, informative and enjoyable exhibitions for display in Canberra and throughout Australia.

Over the next four years we will draw from the national collection, loans from institutions and private lenders, and new commissions by living artists to present internationally important exhibitions of the world's finest art. In October 2017 the NGA will stage the major exhibition *Hyper Real: Sculpture 1973-2017*, an in-depth survey on human figuration, and then in March 2018 we will stage *Cartier: The Exhibition* – a breathtaking collection of more than 300 of the world's most exquisite jewels.

Programs and outreach initiatives

Alongside our highly researched and targeted exhibitions in Canberra, the NGA educates and inspires audiences through programs, outreach initiatives, events, research and publications, conferences and symposia.

Public programs

We encourage engagement with the visual arts by offering free or moderately priced public programs to cater to a range of audiences. Our programs present curatorial scholarship and exhibitions in informative, enjoyable and innovative ways. They include talks and lectures, tours, workshops, screenings, performances and activities for children and families. The Public Programs Team are engaged in the development and review of exciting new platforms for public engagement for the year ahead. The new program will be based on:

- **How to look at art:** engaging and guiding audiences to enhance their visual, aesthetic and historical approaches to art.
- **Social inclusion:** ensuring that all Australians see themselves reflected in the NGA collection.
- **Convergence:** exploring our national narratives and human experiences through diverse art forms and visual representations.
- **Participatory audience engagement:** providing a creative environment for audiences to engage directly with the collection.

Education

NGA Education aims to engage and inspire students across many learning areas including the visual arts and design through programs and resources that are participatory and aligned to the Australian Curriculum. NGA Education also caters for adult audiences keen to develop their art appreciation and knowledge, both through formal and informal learning.

Our programs enable participants to develop critical and creative thinking skills through making and responding to art, explore Australian history, cultural and national identity through our Australian art collection, including the largest collection of Aboriginal and Torres Strait Islander art in the world. They can discover a world of art from the historic Asian art collection to modern art of Europe and America and contemporary global perspectives.

Our three core objectives in the education arena are to continue:

- leveraging and linking to the Australian Curriculum to articulate relevance and improve access to the extensive and engaging content of the collection
- engaging with national and state-based education bodies to develop educational resources to deliver targeted, curriculum aligned programs for students and teachers
- harnessing technology to increase reach across Australia from a new online portal with the National Capital Education Tourism Project to improve resources and programs available online.

With the opening of NGA Play, the NGA has significantly expanded the range of themed programs which are offered for children and families, engaging arts workers to lead programs linked to art, materials and techniques which are on show in the collection and gallery displays. NGA Play is free year round and open to all visitors, the young and the young at heart, and caters to the needs of parents and carers who are visiting with young children as well as a space that is being integrated into education programs for visiting groups.

Volunteer guides

Our volunteers are our best ambassadors and play vital roles as tour guides and educators, and occasionally as researchers, conservators and administration assistants. We have over 165 knowledgeable and well-trained volunteer guides supporting daily guided tours of the collection, special exhibition tours and tours for primary school students. It is a priority for the year ahead to review our Guide Training program, broadening the demographic of people who participate in the program and ensure its efficient delivery.

Art & Wellbeing

The NGA and the national collection exist for the enjoyment of all Australians. Through a range of services, facilities and programs, we actively seek to improve access to and engagement with the NGA for our visitors with specific needs with physical and intellectual access.

Our Art and Dementia program gives people living with dementia an opportunity to connect with the world providing intellectual stimulation and promoting social inclusion via discussion-based gallery tours. The program also includes an outreach component delivering training for arts and health professionals and volunteers in rural, remote and urban communities.

The Artmed program aims to enhance cultural understanding, observation skills and empathy in healthcare providers through access to the national collection, and currently works with ACT Health and ANU Medical School.

Regular tours are provided for visitors with special needs including descriptive tours for the blind and visually impaired, Auslan sign interpreted tours for hearing impaired visitors and Assisted tours for visitors who require physical and intellectual support. We also provide 'art breaks' for carers, working with Carers ACT.

Programs in development include an Australian Defence Force Academy Arts Program to support returned soldiers, and Mental Health Network of the ACT to meet the needs of mental health consumers.

Travelling exhibitions and long-term loans

The NGA has been touring exhibitions to remote, regional and metropolitan areas throughout Australia and internationally since 1988. In 2016 we welcomed the 10 millionth visitor to our touring regional exhibitions. Sharing the national collection with audiences beyond Canberra is a crucial part of our national remit and responsibility.

Over the reporting periods, we will continue to lend curated exhibitions to regional Australia and to invite state and regional galleries to receive on long-term loan groups of works which might otherwise remain permanently in store in Canberra.

Excellence through scholarship

The NGA will organise a number of conferences and symposia over the reporting periods, in addition to sustaining a busy program of research, public speaking and publications from specialist areas across the organisation. These activities serve to raise the profile of the NGA as a leader not just in the presentation of our country's visual arts and its history but in the interpretation and preservation of the national collection.

Research Library and Archives

The NGA's Research Library & Archives is an internationally significant library for research in the visual arts and is the largest in Australia. It is recognised as Australia's premiere library for research in the Australian visual arts globally. It offers general coverage of art history as well as unique strengths which match those of the national collection. The Research Library houses the most comprehensive collection of visual arts literature in Australia and also documents the history and development of our nation's art and culture through its extensive archived holdings on art and artists.

Over the reporting periods, we will continue to build and preserve the knowledge and resources base of print, digital, audio-visual, archival and other resources, by purchase or gift, in accordance with the Research Library's Collection Development Policy and in consultation with other areas of the NGA. We will consolidate and streamline the cost of this asset in an effort to expand engagement with the Research Library collections. We will explore the possibilities presented by digitisation and online initiatives to support research into the national collection, NGA exhibitions and the visual culture of Australia and surrounding regions.

Our profile and reputation

We put our visitors, communities, business partners and the public at the centre of everything we do. We aim to achieve the widest possible audience for the national collection by attracting visitors to the NGA and sending works of art around Australia and overseas.

Over the reporting period we will continue to focus on activities that significantly raise the profile and reputation of the NGA among national and international audiences, peers and decision-makers.

Activity 2 environmental factors

Geography

It is appropriate that the NGA is situated in Canberra, jointly with the other major national cultural institutions. However, this geographical location—being away from the large population centres of other state capitals that are naturally popular as destinations for national and international travellers—means that we must continue to work hard to attract visitors. The NGA's relative success in this regard will be influenced significantly by the quality of its exhibitions and public programs, as well as ongoing fruitful and mutually beneficial relationships with the ACT Government to assist in attracting visitors to the ACT.

Display space

Adequate display space is a major challenge for the NGA. The brief for the building was written in the late 1960's, when a national collection hardly existed but our own collection is now by far the largest fine art holding in the country. Lack of adequate display space means that approximately two per cent of the NGA's collection is ever on display, which also impacts on the need to provide and maintain costly storage. Much, of course, is fragile and light sensitive and can only be displayed occasionally. Looking ahead, the NGA is preparing for the time when it can commence construction of the Stage 2 extension, an essential pre-requisite for making more of our incomparable national collection available to all Australians. This will remain a major strategic priority. We envisage that when government is ready to address what will be a great cultural infrastructure project for the national capital, providing employment and injecting new capital into the ACT economy, the NGA will successfully leverage private sector funding from government's funding commitment. Stage 2 will become a new cultural drawcard for Canberra, will expand and enliven the NGA's existing visitor profile, and provide a substantially increased economic benefit to Canberra through increased cultural tourism.

The NGA's performance objectives, measures and applicable targets for Activity 2 are:

Objectives	Measure	Target (if applicable)	PBS (Page)	2017-18	2018-19	2019-20	2020-21
Use collection displays, exhibitions, travelling exhibitions, loans, publications, programs and technology to increase access to the national collection	Visitor satisfaction	90% of visitors satisfied or very satisfied with visit	179	✓	✓	✓	✓
	Number of onsite visits	700,000	179	✓	✓	✓	✓
	Number of website visits	1,450,000	179	✓	✓	✓	✓
	Number of visitors to exhibitions that include works from the national collection	3,000,000	179	✓	✓	✓	✓
	Number of visitors to travelling exhibitions	248,000	179	✓	✓	✓	✓
	Number of works of art loaned	1,300	179	✓	✓	✓	✓
	Percentage of collection on display	3%		✓	✓	✓	✓
Percentage of collection on tour	1%		✓	✓	✓	✓	
Percentage of collection available online	99%	179	✓	✓	✓	✓	
Programs presented specifically for children	2 per year		✓	✓	✓	✓	
Dedicated program of contemporary displays	2 per year		✓	✓	✓	✓	
Provide leadership in the visual arts through innovative and informative programs, events, research, publications, conferences and symposia	Participation in public programs	70,000 participants	179	✓	✓	✓	✓
	Number of public programs	150 per year		✓	✓	✓	✓

	Participation in school programs	75,000 students	179	✓	✓	✓	✓
Engage with national education bodies to develop educational resources to deliver targeted programs for students and teachers	Participation of educational institutions in organised school learning programs	1,500 educational institutions	179	✓	✓	✓	✓
	Percentage of teachers reporting overall positive experience	95%	179	✓	✓	✓	✓
	Number of works from the national collection forming part of the Australian curriculum			✓	✓	✓	✓
Seek to embed works from the national collection into the Australian curriculum	Percentage of teachers reporting relevance to the classroom curriculum	90%	179	✓	✓	✓	✓
	Monthly visitor research and analysis			✓	✓	✓	✓
Continuously improve services to deliver high-quality visitor experiences	Monthly visitor research and analysis			✓	✓	✓	✓
Seek visitor feedback and respond appropriately	All feedback acknowledged and responded to	100% response rate		✓	✓	✓	✓

Enabling Activity 1	Provide sound corporate and strategic support
Sub-Activity 1.1	Develop and maintain strategic relationships
Sub-Activity 1.2	Secure and manage the NGA's financial resources and continuously improve corporate governance
Sub-Activity 1.3	Manage and develop the NGA's infrastructure and human resources

Stakeholder engagement

The NGA demonstrates its commitment to developing and maintaining strategic relationships through targeted stakeholder engagement. Over the reporting periods, we will continue to:

- actively engage with Government and Members of Parliament
- work cooperatively with our portfolio department, colleague institutions and other agencies, and
- develop and maintain productive relationships with artists, donors, sponsors, members, volunteers and other key stakeholders.

As the nation's premier visual arts institution, the NGA is perfectly positioned to provide cultural diplomacy and regularly engages with members of the diplomatic community to advance the understanding and enjoyment of the visual arts within Australia and abroad.

Financial Sustainability

The NGA will work throughout the next year to achieve a strong financial position so as to be more resistant to potential future shocks. Long and short term financial decisions will be made and financial management systems introduced to positively shift the current financial position of the Gallery to achieve greater sustainability and resilience.

Funding

The NGA is currently operating in a challenging financial climate. The cost of doing business is rising while our Government appropriation has reduced following the application of increased efficiency dividends.

The NGA cultivates and maintains strong relationships with corporate and private supporters. With a decrease in public funding across the cultural sector in Australia, the demand on private funding is increasing. We will need to be even more entrepreneurial and imaginative to ensure we secure a sound financial base to support the delivery of our activities. Our partners, donors, members, volunteers and supporters are critical to our ability to deliver on both our strategic and operational priorities, and we will continue to invest in and grow these relationships and to advocate for support from the philanthropic and business communities.

Government policy and community expectations create an environment in which more services are to be delivered more quickly through online platforms. As with all other entities this will require us to transform and accelerate our service channels.

The Gallery will also have to consider the services it delivers and develop innovative ways of operating with a constrained fiscal environment forecast over the next four years. The delivery strategies outlined in this Corporate Plan reflect the challenges of adapting to change.

Along with other agencies across Government, our operating environment continues to be one of smaller budgets, increasing devolution of government functions, shared stewardship with business and the community, new technologies, increasing demands and expectations from the general public and greater scrutiny. Some of these factors while not fully within our control, can provide a catalyst for change, highlighting the need for the NGA to build collaborative partnerships with governments, business and the community.

Commercial Operations

The NGA's commercial operations include two food and beverage outlets, a retail shop experience, pop-up exhibition-specific shops and an event and catering business. We are constantly reviewing operations to ensure we continue to maximise returns from commercial activities.

Processes and Procedural Reform

The NGA will continue to work on changes required to streamline our processes and procedures to ensure that we are operating efficiently and effectively. During the reporting period we will continue the implementation of our new project management methodology, review and streamline recruitment procedures, introduce electronic workflows and approvals, and implement new finance reporting processes.

Governance

The Council is the NGA's governing body, and the accountable authority under the PGPA Act. Membership consists of the Chair, the Director of the NGA and up to nine other members. The NGA Act gives Council the power to establish sub-committees. The NGA currently has four Council sub-committees to support the strategic management role of the Council:

- Collections Committee
- Building Committee
- Audit and Risk Committee
- Performance and Executive Remuneration Committee.

NGA management

The Director is responsible for the operational management of the NGA. The Senior Executive Team, whose role is to assist and support the Director, is the key internal decision making body at the NGA and consists of the Director, Deputy Director, two Assistant Directors and the Chief Financial Officer. Whole-of-gallery activities are driven primarily by subject-matter committees. Key examples are capital expenditure, exhibitions, publications, risk management and work health and safety.

The NGA strives to ensure its governance framework supports the efficient and effective delivery of activities and services to achieve our purposes.

Enabling Activity 1 environmental factors

Infrastructure

We manage our buildings, facilities and ICT systems efficiently to enable access to and enjoyment of our collections. The NGA will continue to work on plans for the renewal of the existing building and to seek financial support to this end. Our existing physical infrastructure presents challenges. The original NGA building is now 34 years old, with a design and structure that is not friendly to the needs of state-of-the-art technology, nor readily facilitates meeting the changing needs of today's audiences. This has been redressed somewhat with the opening of the Stage 1 extension, which provided a new entrance, improved way-finding, and spacious galleries for Indigenous Australian art. The maintenance of what is now a 34-year-old building is a core priority in the NGA's Strategic Asset Management Plan.

Objectives over the reporting periods are to continue to:

- Renewal of the NGA Strategic Asset Management Plan.
- Ensuring continuous high standards of maintenance and operation of NGA buildings and infrastructure and effectively manage such assets implementing key infrastructure strategies in the Strategic Asset Management Plan
- Incorporate consideration of environmental sustainability in operations
- Apply innovative and emerging technology to strengthen information and communications infrastructure and resources to better serve the needs of the NGA and its audience.

Our environmental management commitment

This Environmental Policy Statement covers all of the NGA's operations and is available to the public via the [NGA website](#).

The NGA makes a strong commitment to environmental best practice and the prevention of pollution in its operations. We aim to achieve best practice for others in the museum sector to follow.

Through a philosophy of 'rethink, reduce, reuse, repair, recycle', the NGA will continually improve its business performance and conduct its operations in an environmentally responsible manner, clearly reflecting a commitment to fostering the sustainable use of the earth's resources.

In recent times, the NGA has made a number of enhancements to its building systems and operations, lessening its impact on the environment and use of resources. Upgrades to mechanical systems, building plant and display lighting have yielded substantial reductions in electricity and gas consumption.

We will comply with all relevant Australian Government environmental legislation regulations and policies, and, subject to fulfilling our obligations as a national cultural institution, we will endeavour to:

- minimise waste-to-landfill and greenhouse gas emissions and further reduce our consumption of power, water and natural resources

- maximise our positive environmental benefits, employ environmental considerations in management and procurement decisions and continue to identify new areas for improved performance
- establish environmental objectives and targets in our strategic and annual business plans and provide regular monitoring and reporting against these objectives and targets to our governing council and staff
- incorporate environmental best practice into technological solutions, and the fit-out and operation of our exhibitions and displays, public programs and activities and storage and office accommodation activities
- work with our suppliers and other interested parties to continually improve our procedures and processes in environmental best practice, and
- foster the initiation and ownership of environmental activities by our staff, thereby inculcating a strong, environmentally aware business culture.

In accordance with the *Environment Protection and Biodiversity Conservation Act 1999*, we will report on how our activities comply with the principles of ecologically sustainable development. These principles include the effective integration of both long-term and short-term economic, environmental and social considerations in decision making.

All Gallery managers are accountable for environmental performance in their area of responsibility.

Capability

The National Gallery of Australia will focus on growing our capability in the following areas over the next four years to achieve our purpose.

Workforce Planning

We will focus on developing a commitment driven, high performing, workplace culture which prides itself on excellence, continuous improvement and diversity. We will focus on consolidating NGA as a workplace of choice so as to recruit and retain the very best people. This will be reflected in our approach to recruitment, engagement, development and retention.

People Support and Development

Our people, their passion, expertise and strengths are our key asset. The Gallery's workforce is characterised by a significant number of niche specialisations, a high level of professionalism, and commitment to the collection.

To enable staff to be the best they can and to flourish, an overarching Strategic People Plan has been developed to build individual and collective capability, and to equip the organisation to be responsive to changing demands and shifting priorities. The Plan will aim to ensure that people related initiatives are better practice, integrated, complement each other, and are deliverable.

In the spirit of continuous improvement, it is incumbent upon us to review the organisation on an ongoing basis to ensure that we have the most appropriate structure to achieve our vision and related objectives. The Strategic People Plan, framed around the 'employee lifecycle' reflected in the following four themes, is designed to help deliver the outcomes outlined within this Corporate Plan.

Specifically, priorities for the following reporting period include though are not limited to:

Attraction and Recruitment

- Review and refresh the Gallery's recruitment and selection policy and procedures
- Introduce innovative arrangements to promote Indigenous employment

Developing capability

- Delivering a learning and development framework that supports NGA's vision, is achievable and through a variety of delivery approaches is accessible to staff. This may include but need not be limited to leadership, and core skills capability development.

Supporting high performance

- Reviewing, refreshing and relaunching the Gallery's performance management framework
- Integrating the Gallery's preferred behaviours and capabilities into recruitment and selection, learning and development and performance management frameworks and procedures, and
- Developing and implementing a Reconciliation Action Plan to build cultural capability, support Indigenous employment, and engage with key stakeholders externally.
- Meet or exceed our work health and safety legislative responsibilities, and focus on health and well-being, and

- Negotiate and implement a fair Enterprise Agreement.

The above priorities will be the subject of regular reporting to the Executive and Council.

Information and Communications Technology Capability

The Gallery continues to evaluate its Information Communication and Telecommunication (ICT) framework to provide a new pathway for the work we want to do.

ICT continues to be a challenging function for the business of the Gallery. Keeping up with change in the IT environment is a priority for the organisation. We have identified the need to bolster ICT capability in order to keep up with technological changes and to ensure the integrity of our IT systems. The Gallery will increase its resourcing in the ICT area to ensure we have the appropriate capability to implement our ICT Strategy.

Key information technology priorities include:

- make Gallery information available from ‘any device, anywhere, anytime’
- improve business intelligence and data analytics across Gallery activities
- simplify, rationalise and integrate Gallery business systems
- transition to digital business models which will change internal workflows
- mobile devices and mobile technologies enabling transactions to occur in different environments.

To guide its digital development, the Gallery will develop two strategies in 2017; an ICT strategy and plan and a brand strategy which incorporates the digital needs of our customers and the online experience. The ICT Strategy will leverage a wide range of Australian Government and industry Better Practice principles, strategies and guidelines to provide state of the art IT services.

The National Gallery of Australia also maintains a range of key strategies and plans to achieve our purpose. These plans are:

The **Acquisitions Policy** focuses on filling major gaps in the Australian, Aboriginal and Torres Strait Islander, Pacific and Asian collections, and in the modern European and American collections, with works of outstanding aesthetic quality. It is a policy that builds on the existing strengths of the national collection. Each collecting area also has a confidential **Ten-Year Acquisitions Strategy** and these documents are reviewed at Council meetings on a rolling basis.

The **Exhibitions Forward Program** maps out all known exhibition-related activity and permanent displays across the reporting periods. It is reviewed at regular intervals and adjusted where necessary to ensure the most dynamic and wide-reaching program is delivered to our audiences within the resources available.

The NGA has a **Heritage Strategy** as required under section 341ZA of the *Environment Protection and Biodiversity Conservation Act 1999* (EPBC Act). The strategy was developed with the assistance of specialist consultants and meets the NGA’s general obligations under the EPBC Act to take no action that has, will have or is likely to have a significant impact on the environment unless approved by the Minister for the Environment and Energy.

The **Publications Schedule** sets out the NGA's exhibition and commercial publications schedule and is reviewed and updated annually.

The **Preservation Plan** lays out key issues and priorities for preserving the national collection and the maintenance, preservation and enhancement activities we will undertake to meet these.

Over the reporting periods, we will commence planning for our first **Reconciliation Action Plan**, consolidating our commitments to expand social and economic opportunities through the visual arts for the First Peoples of Australia.

The **Business Continuity Framework** sets out the NGA's approach to preventing, managing and recovering from business disruption. This Framework specifies the governance of the Gallery's Business Continuity, Disaster Recovery and Emergency Response Plans.

The **Strategic Asset Management Plan** provides strategies for asset planning, capital investment, maintenance, operation and eventual disposal of operational assets. It matches these assets to the strategic directions expressed in the annual business plan and corporate plan.

The **Budget Framework** seeks to ensure that necessary funding is available to give effect to commitments outlined in the Corporate Plan.

The NGA produces **Strategic Marketing and Campaign Plans** that detail the market research, audience segmentation, media targeting techniques, creative messaging, publicity, social media approaches and budget details. These strategies are in line with the corporate direction of the NGA to maximise visitation to NGA major ticketed exhibitions and engagement with the NGA brand.

The **Work Health and Safety Strategic Plan** acknowledges that the basis for enhancing our health, safety and wellbeing performance involves the creation of a strong safety culture driven by an understanding and acceptance that the responsibility of health, safety and wellbeing rests with every one of us at the NGA.

Risk oversight and management

Risk management is an integral part of the Gallery's business planning processes. All strategic priorities and operational pathways have a risk component that is considered throughout planning, development and delivery phases to support the achievement of our key business objectives.

The Gallery has established a Budgets and Projects Committee whose purpose is to guide, develop, endorse and review all of the Gallery's budgets and projects. This includes monitoring the financial sustainability of the Gallery and monitoring business risk.

The Gallery's Risk Management Framework and Policy sets out the intention and direction in which the Gallery approaches and manages risk. It provides the overarching framework for dealing with the entire risk spectrum to which the Gallery is exposed, including specific risks, strategic risks, operational and business continuity risks.

The NGA is committed to managing risk in relation to:

- the national collection, and loans of works of art in the care of the NGA
- all stakeholders and the public
- the NGA's employees and their skills
- the environment in which the NGA operates
- the quality of services supplied by the NGA
- the NGA's assets and intellectual property
- the NGA's contractual and statutory obligations
- the NGA's image and reputation.

In 2017-18 we will:

- work toward compliance with the Protective Security Policy Framework
- develop and support better practice project management
- enhance our organisational-wide internal communication
- enhance our integrated financial and non-financial performance measurement framework

The Risk Management Framework and Policy adheres to the *Australian/New Zealand International Standard Organisation (AS/NZS ISO) 31009:2009 Risk Management: principles and guidelines*. We also ensure our risk management practices comply with our obligations under Section 16 of the *Public Governance, Performance and Accountability Act 2013 (PGPA Act)*.

The NGA maintains a Strategic Risk Register which details the risks, lead area, treatments and progress against treatments.

The Gallery also utilises the annual Comcover risk management benchmarking survey as an independent performance measure of its risk management practices and maturity levels. This year, the NGA's risk maturity has been rated as "Integrated".

Risk management is everybody's business. All NGA staff members are responsible for developing an understanding of the nature of risks in their work areas.

Appendix A

Financial information

Comprehensive income statement

The net cost of services for the NGA is expected to be \$44.5 million in 2017-18. Total revenue is expected to be \$50.7 million, an increase of \$3.4 from the estimate in 2016-17. The increase in revenue is due to anticipated higher revenue from private sources and self-generating revenue activities, such as exhibitions.

Total expenses for 2017-18 are estimated to be \$64.4 million which is a decrease of \$7.3 million from the estimate for 2016-17.

Budgeted departmental balance sheet

The NGA's total assets are budgeted to be \$6.3 billion in 2017-18. This mainly comprises the NGA's national collection. The NGA conducts regular valuations of its assets, including the national collection. The NGA also incurs depreciation on its assets, which is determined using useful life estimates.

The NGA will receive an equity injection of \$16.6 million in 2017-18 for the development of its national collection of works of art.

Comprehensive income statement (showing net cost of services) for the period ended 30 June

	2016-17 Estimated actual \$'000	2017-18 Budget \$'000	2018-19 Forward estimate \$'000	2019-20 Forward estimate \$'000	2020-21 Forward estimate \$'000
EXPENSES					
Employee benefits	18,706	18,821	18,937	18,937	18,781
Suppliers	26,968	24,637	24,817	24,205	24,170
Grants	-	-	-	-	-
Depreciation and amortisation	19,210	20,910	20,466	21,029	21,465
Finance costs	-	-	-	-	-
Write-down and impairment of assets	50	50	50	50	-
Losses from asset sales	-	-	-	-	-
Other expenses	5	5	5	5	-
Total expenses	64,939	64,423	64,275	64,226	64,416
LESS:					
OWN-SOURCE INCOME					
Own-source revenue					
Sale of goods and rendering of services	9,361	9,401	9,495	9,495	9,500
Fees and fines	-	-	-	-	-
Interest	385	385	385	385	400
Dividends	150	150	150	150	150
Rental income	-	-	-	-	-
Royalties	-	-	-	-	-
Other	-	-	-	-	-
Total own-source revenue	9,896	9,936	10,030	10,030	10,050
Gains					
Sale of assets	-	-	-	-	-
Other	10,000	10,000	10,000	10,000	10,000
Total gains	10,000	10,000	10,000	10,000	10,000
Total own-source income	19,896	19,936	20,030	20,030	20,050

Net (cost of)/contribution by services	(45,043)	(44,487)	(44,245)	(44,196)	(44,366)
Revenue from Government	31,343	30,787	30,545	30,496	30,666
Surplus/(deficit) attributable to the Australian Government	(13,700)	(13,700)	(13,700)	(13,700)	(13,700)
OTHER COMPREHENSIVE INCOME					
Changes in asset revaluation surplus	-	-	-	-	-
Total other comprehensive income	-	-	-	-	-
Total comprehensive income/(loss)	(13,700)	(13,700)	(13,700)	(13,700)	(13,700)
Total comprehensive income/(loss) attributable to the Australian Government	(13,700)	(13,700)	(13,700)	(13,700)	(13,700)

Note: Impact of net cash appropriation arrangements

	2016-17 \$'000	2017-18 \$'000	2018-19 \$'000	2019-20 \$'000	2020-21 \$'000
Total comprehensive income/(loss) excluding depreciation/amortisation expenses previously funded through revenue appropriations	(1,490)	310	(134)	429	800
less heritage and cultural depreciation expenses previously funded through revenue appropriations ^(a)	12,210	14,010	13,566	14,129	14,500
Total comprehensive income/(loss) as per the Statement of comprehensive income	(13,700)	(13,700)	(13,700)	(13,700)	(13,700)