

2018-2019 National Gallery of Australia Corporate Plan

Introduction

On behalf of the National Gallery of Australia Council, we present the 2018-19 National Gallery of Australia Corporate Plan, prepared in accordance with paragraph 35(1)(b) of the *Public Governance, Performance and Accountability Act 2013*, covering the period 2018-19 to 2021-22.

The National Gallery of Australia (the Gallery), is the Commonwealth of Australia's national cultural institution for the visual arts. In 2022, we will celebrate the 40th anniversary of the opening of one of the most iconic buildings in Australia.

Since the establishment of the Gallery under the *National Gallery Act 1975*, we have played a leadership role in shaping visual arts culture across Australia and our region. We will continue to present exhibitions of our own collections, and major exhibitions which bring international masterpieces to Australia. Our priorities will focus on: education and learning; advancing Australian art internationally; and revising the traditional perspectives of Australian art to ensure Indigenous culture is at the centre of the national cultural agenda. These priorities will ensure we achieve our mandate to enrich the lives of Australians through the national art collection.

While the next four years will continue to focus on developing the core capabilities of the Gallery from a recurrent resourcing and a capital critical maintenance perspective, the Gallery requires support from our stakeholders and we greatly appreciate the assistance and support of the Minister for Communication and the Arts, Senator the Hon. Mitch Fifield, and the Secretary of the Department of Communications and the Arts, Mike Mrdak and their teams.

Ryan Stokes
Chairman
National Gallery of Australia Council

Nick Mitzevich
Director
National Gallery of Australia

Purpose

In accordance with Section 6 of the *National Gallery Act, 1975* our role is to:

- develop and maintain a national collection of works of art;
- 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
- use every endeavour to make the most advantageous use of the national collection in the national interest.

Vision

Our vision is to inspire all Australians through building and sharing the nation's art collection.

Mission

Our mission is to enrich peoples' lives through engagement with the art of Australia, the art of our region and the great art movements of the 20th and 21st centuries.

Strategic Priorities

Strategies to achieve our purpose, vision and mission are:

1. Collections and exhibitions – build and share Australia's national collection of art and present compelling, relevant exhibitions.
2. Audiences and engagement – engage broad and diverse people with art and ideas.
3. Partnerships and sustainability – build a community of government and non-government partners to support organisational capability and sustainability.

Capability

The Gallery builds organisational capability to extend the impact of our work on the community and on individuals' lives. Our staff, resources, assets, technology and corporate systems drive the work of the Gallery and deliver substantial benefits to the people of Australia. We actively seek to grow our organisational capability to maximise the return we deliver on the investments made in the Gallery, both by government and the private sector.

People

Our workforce is highly skilled and trained, with many areas of deep specialisation. Full-time equivalent staff numbers fluctuate with seasonal visitation peaks which are supported by casual staffing, while the average staffing level remains fairly static at 217. The Gallery has an extremely important and essential base of Volunteer Guides numbering over 220 who are well trained and generous with their time. During the life of this plan we will strengthen

and develop our HR governance systems and focus our training on a multi-tiered program of leadership and management competency training. The one-year Guides program will also be reviewed to grow a diversity of participants. We will also develop and adopt a Reconciliation Action Plan.

Government Context

The Gallery creates value by contributing to the economic, social and intellectual wellbeing of people and communities. We contribute to Australians understanding of themselves and the world, and international perspectives of the Australian people. The Gallery contributes to the Government's objectives by providing onsite, national and international touring exhibitions, loans and associated programs and publishing. We work closely with the ACT Government, and together we provide opportunities to grow the Canberra economy through tourism and major events. We also provide research, life-long learning, knowledge production and creative opportunities, promoting and enabling the best of Australian art.

The Government has continuously provided the Gallery, through Appropriation Bill 2, the ability to grow and maintain a significant national collection of works of art for the people of Australia. We will continue to strategically acquire exceptional works of art that inspire and extend the public imagination. The collection belongs to the nation and through the capability and expertise of Gallery staff, we utilise the collection to create value for all Australians.

Facilities

The remarkable growth of the national collection has created an increasing burden of care within the context of ageing buildings, plant and services in need of renewal. We are operating in a financial environment of considerable constraint which makes keeping step with infrastructure renewal an ongoing priority. The Federal budget capital allocation totalling \$21.5m to address major building and security issues announced in May 2018 will enable critical infrastructure issues as outlined in the Strategic Asset Management Plan to be addressed throughout the life of this plan.

The Collection Storage Strategy demonstrates that a new collection store will be required within the next 5 years and planning for this facility will commence in the life of this plan. Important conservation considerations such as cold storage for our globally important photographic collection will be progressed, together with financial planning and design development for the new facility. Commercial and visitor experience improvement opportunities will also be considered in forward years.

Governance

The operational functions of the Gallery are guided by governance, risk management, planning and reporting frameworks. Special effort will be given in the life of the plan to streamline our policies, procedures and plans. Of further importance to the Gallery's systems is the readiness and implementation of an electronic data records management

system, requiring changes in the management of data and information across the organisation. A program of internal audits, business continuity planning and risk management are also essential functions which will be given priority to reach greater maturity over the life of this Plan.

Information, Communications & Technology

The Gallery has embarked on a program to improve and upgrade our ICT services including the delivery of new digital services which are timely and cost effective. We are on a path to stabilise, simplify and modernise our ICT environment, and a program of activity is planned to mitigate current risks and strengthen the foundation of ICT services. These tasks will be staged to provide an integrated approach, and include data optimisation, asset renewal, service stabilisation and increased capability.

The foundation work underway will provide important groundwork for new strategies to be developed over the life of this plan. Future initiatives that grow ICT capability will focus on business transformation through efficiency improvements, and audience participation and engagement platforms.

Financial Sustainability

The Financial Sustainability Plan outlines a range of measures to improve our expense to revenue ratio and increase cash surplus. Driving growth in our event and retail businesses, implementation of the Fundraising Strategy and major exhibition revenue opportunities are critical areas detailed in that plan.

Over the last ten years appropriation has remained fairly static and non-government sources of revenue (commercial and philanthropic, including the value of donated works of art) currently provide approximately 35% of our revenue. Over the course of this plan we will grow our own source revenue streams through continuous improvement of our commercial enterprises, individual philanthropic giving and corporate partnerships. The Partnership Strategy provides a blueprint for the sustainable, long-term growth of fundraising revenue. It outlines our strategies to grow the Gallery's network of supporters, fine-tune the case for support, expand our product offering, connect interest with need, and refine organisational capability. Further opportunities and requirements exist for additional funding to stabilise operational activity, including building infrastructure and maintenance of assets, and we will continue to work with Government to identify funding sources.

Risk Management

Our risk management capacity is largely defined by the mandates of the *National Gallery Act 1975* and the *Public Governance, Performance and Accountability Act 2013*. The Gallery achieves its legislated aims within the budget provided by government, and in accordance with public sector governance standards. Donor and stakeholder expectations also impact on the amount of risk the Gallery is able to accept. The Gallery's Council, supported by the Audit and Risk Committee, oversees organisational risk management. The Director and

Senior Executive Team are responsible for identifying, monitoring and managing strategic and operational risks and are supported by the Gallery’s Risk Management Framework.

The Gallery has identified and manages key risks relating to our strategic priorities and capability requirements.

Strategic Priorities	Identified Risks
<p>COLLECTIONS AND EXHIBITIONS</p> <p>Build and share Australia’s national collection of art and present compelling relevant exhibitions.</p>	<p>Effective management, preservation and development of the national collection</p> <p>Effective management and maintenance of buildings and infrastructure</p> <p>Effective delivery of endorsed exhibitions, programs and activities</p>
<p>AUDIENCES AND ENGAGEMENT</p> <p>Engage broad and diverse people with art and ideas.</p>	<p>The selection and effective marketing of exceptional experiences for our audiences</p> <p>Ensure the safety and well-being of visitors and employees</p> <p>Ensure integrity and effectiveness of ICT systems and infrastructure</p>
<p>PARTNERSHIPS AND SUSTAINABILITY</p> <p>Build a community of government and non-government partners to support organisational capability and sustainability.</p>	<p>Ensure ongoing relevance of relationships with key stakeholders</p> <p>Effective governance and adherence to regulatory frameworks</p>
<p>CAPABILITY</p> <p>Build organisational capability so as to extend the impact of its work on the community and individuals lives.</p>	<p>To ensure the right capability to achieve our objectives.</p> <p>Effective resource management and financial controls</p>

STRATEGIC PRIORITIES

Strategy 1. Collections and exhibitions

We build and share Australia's national collection of art and present compelling and relevant exhibitions

The national collection presents the art of the people of Australia, the art of the Asia Pacific region, and the artistic achievements of the 20th and 21st centuries internationally. The Gallery continues to refine its collecting methodologies and collection management practices and procedures to ensure that it leads best practice in the field and is in step with emerging developments and trends in collection management methodologies and museological issues. The Gallery will continue to work with government to manage the collection's current and long-term needs.

In the life of the plan, the Gallery will invigorate its role in South East Asia engaging in partnerships, touring unique elements of Australia's cultural heritage and nurturing relationships. We will also bring some of the best contemporary art of the region to Australia. In partnership with our Indigenous Arts Partner, Wesfarmers Arts, we will tour a comprehensive survey exhibition of Indigenous art to Asia.

We will also expand access to the national collections, focussing on national identity and a more inclusive approach to history. Major exhibitions which bring international masterpieces to Australia will continue and will be complemented by significant initiatives that amplify important national perspectives. A further focus of the year ahead is the acquisition of contemporary art, collection display and public programming strategies, ensuring that engaging with art and living artists activates the building and programs.

The exhibitions program onsite, complemented by a national touring program, aims to have a significant impact on the Australian cultural agenda, ensuring that we maximise our reach and ability to touch the hearts and minds of all Australians. Reviewing the conventional approach to Australian art history will be a priority with the desire to integrate Indigenous perspectives throughout our programs.

Through the national collection we will nurture an inclusive Australia that celebrates diversity and plays a role in fostering a cohesive and forward-thinking nation. The Gallery supports artists and artistic endeavours, understanding that cultural vibrancy contributes significantly to a progressive Australian society.

The national and international demand for access to Australia's national collection is growing, with more and more artworks loaned to partner organisations each year. The Gallery will continue to coordinate a generous, comprehensive loans program to share the collection across Australia with a special focus on regional centres across the country, and internationally.

OBJECTIVES

- Provide leadership in the delivery of collection management practices.
- Caring for and conserving Australia’s most significant visual art asset.
- Develop and exhibit the collection and publish from primary research with a focus on the art of Australia, the art of our region and the significant art movements of our time.
- Present major exhibitions from both national and international perspectives that break new ground and present new ideas to the Australian public.
- Advance the profile and awareness of Australian art with major international projects that support cultural diplomacy and international relations.

2018-2019 ACTIONS

1. Strategically grow the collection with a focus on significant masterworks and works of national significance which define art history.
2. Tour and share the collection with public institutions across Australia, supporting regional access to the national collection.
3. Exhibit and publish a diversity of art forms from collecting areas, creating a dynamic program as an important national reference point.
4. Embed Indigenous perspectives across the artistic program, presenting an inclusive approach to art history and nationhood.
5. Establish a major survey of Indigenous Australian art for tour to Asia in collaboration with our Indigenous partner Wesfarmers Arts, advancing the profile and the awareness of Indigenous Australia on the international stage.

PERFORMANCE

Measure	Annual Target	PBS Page	18-19	19-20	20-21	21-22
Number of people who view an NGA work of art in person *	3,000,000	180	●	●	●	●
Visitors satisfaction level to major exhibitions	90%	180	●	●	●	●
Total number of NGA travelling exhibition venues, capital city, regional, international	25 venues	180	●	●	●	●
Value of art acquisitions	\$8-\$10 million	180	●	●	●	●

*This includes: visitors to the NGA building; visitors to NGA travelling exhibitions throughout Australia and overseas and visits to interstate and overseas institutions to which the NGA lends, ranging from a single work to large groups of works.

All targets are included in our Portfolio Budget Statements.

Strategy 2. Audiences and Engagement

Engage broad and diverse people with art and ideas

Australians from diverse backgrounds and interests are drawn to the Gallery to engage with visual art and ideas. The Gallery provides a broad, dynamic and active program of engagement and learning opportunities in a variety of formats. Our public programs and educational activities are designed to connect Australians with the Gallery throughout their lives. Specific programs and initiatives enable access to the Gallery by individuals with wide-ranging and specific needs. We are committed to our leadership role in the spheres of health, wellbeing and arts education and we are growing our delivery and reach through regional partnerships.

The needs of educators are being refined with tailored content drawn from the national collection, aligning with curriculum outcomes. The Gallery will continue to develop unique content and provide leadership to arts educators nationally through its regular and popular National Arts Education Conference and activating the national collection as an important education reference tool. Children's learning initiatives will continue to be developed, encouraging young Australians to connect with artistic practice in the context of the national art collection.

The Gallery's online and digital offer is making the collection and programs of the Gallery increasingly accessible. The Gallery's online and digital content will continue to evolve to meet the needs of the growing demand from the education sector. This will be an area of focus and attention in the life of the plan, with new learning platforms, content development and interactive capabilities being explored to enable greater exchange with audiences and the Gallery. The Gallery is committed to delivering engaging content through video, written and visual communications across all digital and media channels.

The Gallery is engaging with new research methodologies so as to measure the cultural impact which programs are having on participants. This research is a new initiative and could inform program design to enable the impact of our programs on people's lives to be better understood and refined through both established and new delivery modes.

OBJECTIVES

- Provide leadership and enrich peoples' lives through exceptional programs and online experiences.
- Provide people with life-long learning and connection through education and programs, and regional initiatives.
- Engage with diverse people and communities, providing increased access to the national collection for all Australians.
- Ensure the national collection is embedded in perspectives of nation building, history and social studies.
- Establish the Gallery as a national leader in education and learning.

2018-2019 ACTIONS

1. Pursue inclusion as a mandatory attraction in the Government's Parliament and Civics Education Rebate (PACER) program to ensure that culture and the arts is understood as central to Australia's national agenda.
2. Develop comprehensive education resources for all touring exhibitions.
3. Embed the national collection in supporting curriculum outcomes and tailored programs that advance knowledge of cultural history.
4. Develop a specific program that nurtures ongoing engagement with a youth audience.
5. Create a new education and learning centre, building on previous pilots and continue development of a children's gallery.
6. Build an online platform for the presentation of new Indigenous art content.
7. Introduce Indigenous languages as a key part of interpretation and learning.
8. Continue to digitise the collection and build online content.

PERFORMANCE

Measure	Annual Target	PBS Page	18-19	19-20	20-21	21-22
Visits to NGA onsite	750,000	180	●	●	●	●
Visits to NGA exhibitions lent to partner venues	150,000	180	●	●	●	●
Onsite NGA visitor satisfaction level	90%	180	●	●	●	●
Participation in NGA education & public programs onsite	180,000	180	●	●	●	●
Participation in NGA public and education programs with partner venues	40,000	180	●	●	●	●

Strategy 3. Partnerships and Sustainability

We partner with others to maximise the impact of the national art collection

Visitation to the Gallery and demand for access the Gallery's collection for research and loan is at an all-time high, while resources are constrained and appropriation for operating funding has decreased. This means that the Gallery must seek new collaborations and partnerships in order to meet the demands and expectations of the community. New forms of partnerships will be explored in the life of the plan, creating opportunities for a growing number of private patrons and supporters to engage more closely with the Gallery.

Growing non-government income streams is essential to support our operations and is critical for new initiatives widening the impact of the national collection. We will expand our commercial capability and business acumen in order to realise new opportunities. Partnerships with other entities, government departments, and philanthropic and corporate collaborators are essential for our sustained growth.

In a rapidly changing world, the Gallery must develop a strong and consistent administrative and corporate base to ensure the organisation is agile and responsive to opportunities and changes in environment. Financial discipline and long-term planning will be critical to ensure we can deliver on our mandate to service the national cultural agenda, develop the collection and maintain and enhance the building.

OBJECTIVES

- Continue to work with Government to explore opportunities to advance the impact of art and culture on a wider government agenda.
- Build a collective of government and non-government partners to support organisational capability, sustainability and growth.
- Develop strong national and international relationships with philanthropic and corporate supporters.
- Develop non-government revenue through diversification of commercial operations.
- Celebrate and showcase our community of supporters and partners.
- Actively contribute to the Government's cultural diplomacy outcomes.
- Implement a corporate structure that maximises our capacity to be responsive to emerging opportunities.

2018-2019 ACTIONS

1. Grow the network of supporters of the Gallery.
2. Deliver strategic fundraising campaigns and pursue new initiatives relative to the Gallery's work in education, health and wellbeing, collection development, and digital access and Indigenous engagement.
3. Continually improve and grow commercial revenue, pursuing partnerships that drive commercial revenue growth.
4. Maximise national opportunities for private giving through major annual campaigns.

5. Develop an up-to-date asset management plan.

PERFORMANCE

Measure	Annual Target	PBS Page	18-19	19-20	20-21	21-22
Non-Government revenue as a percentage of total revenue	35%	180	●	●	●	●
Value of gifted works of art	\$2 – 4 million	180	●	●	●	●