

**National Gallery
of Australia**

Corporate Plan
2019–20



NGA

Introduction

On behalf of the National Gallery of Australia Council, we present the National Gallery of Australia Corporate Plan 2019-20, prepared in accordance with the *Public Governance, Performance and Accountability Act 2013* for the 2019-2020 year, covering the period 2019-20 to 2022-23. The Corporate Plan is aligned with the Portfolio Budget Statement and the National Gallery's strategic milestones embedded within its *Strategy Map 2019-23*.

This is a year of transformation for the National Gallery of Australia. The National Gallery will present a new bold vision for its future that will amplify its programs and create extraordinary opportunities for the Australian community to view its collection.

Through its collection and programs, the Gallery represents Australia's people, its diverse ideas and aesthetic expression, histories and relationship to the world. The National Gallery will collect significant and ground-breaking works and deliver education programs, exhibitions and cultural events that bring wonder to, and resonate with, its audience and the broader community. The National Gallery will continue to play a significant role in international cultural engagement supporting the Commonwealth Government's international priorities.

Functions

The *National Gallery Act 1975* expresses the functions of the National Gallery to:

- Develop and maintain a national collection of works of art.
- Exhibit, or make available for exhibition by others, works of art from the national collection or works of art that are otherwise in possession of the National Gallery.
- Use every endeavour to make the most advantageous use of the national collection in the national interest.



Rosemary Laing *flight research #6* 1999-2000, photographs, colour photographs, chromogenic photograph, paper mounted onto acrylic (Shinkolite) printed image 70.0 h x 141.0 w cm, sheet 90.0 h x 161.0 w cm, National Gallery of Australia, Canberra, purchased 2001.
© Rosemary Laing

Priorities

The National Gallery's priorities over the next four years will focus on *organisational sustainability*, the *national collection*, *infrastructure*, *audiences and government and partner support*. The Gallery has set its course as a bold, courageous and respected cultural leader with a clearly articulated vision, strategy and aspirations. This will be a significant year for the National Gallery. The Gallery will implement a range of targeted strategic plans to achieve its bold vision and strengthen the financial sustainability of the institution. To achieve its aspirations, the focus for 2019-20 will be to:

- Support the Commonwealth Government's objectives by leading a forward thinking national cultural agenda and championing art and its value in Australian society.
- Establish meaningful core initiatives to support Indigenous engagement across the organisation and through all programs and activities.
- Contribute proactively to the national cultural agenda by celebrating through art the many stories that contribute to Australia's collective identity.
The National Gallery aims to develop its programs to be inclusive of all voices in the community.
- Lead bold and progressive projects and collection development initiatives.
- Develop compelling exhibitions and displays from the national collection to spark dialogue and leverage learning opportunities.
- Bring international perspectives to Australian audiences by attracting global masterpieces to Australia.
- Elevate the profile and status of Australian art and artists through a diverse array of content driven initiatives.
- Leverage the national collection and artistic program to support and enhance the Commonwealth's international dialogue and advance Australian cultural engagement.
- Develop a long-term master plan for the National Gallery precinct and Sculpture Garden.
- Develop a business case for the Centre for Australian Art, a vision long held in the Gallery's founding documents.
- Embark on an ambitious capital works program to reduce infrastructure risks and address significant building challenges.
- Introduce a new Learning Gallery to enhance the Gallery's education offering and engagement with young people. *The Studio* will be a dynamic space for hands-on creative projects with broad appeal for teens, young adults and young professionals.
- Increase accessibility to the national collection and activate its programs through online growth and outreach, particularly in relation to touring exhibitions, education and public program initiatives.
- Ensure financial sustainability and resilience through refocused commercial activity, entrepreneurship and increased engagement with private giving and corporate partnerships.
- Build organisational capability through enhanced governance and reporting arrangements and invest in skills development.

Ryan Stokes
Chair
National Gallery of Australia Council

Nick Mitzevich
Director
National Gallery of Australia

The functions and powers of the National Gallery, the Minister, the Council, the Chair, and the Director are outlined in the *National Gallery Act 1975*.

The National Gallery is also subject to a number of Acts of Parliament, including the:

- *Public Governance, Performance and Accountability Act 2013* and *Public Governance, Performance and Accountability Rule 2014*, which governs the performance and accountability of Council and management, and imposes key reporting, financial, and pecuniary obligations on the National Gallery and Council;
- *Freedom of Information Act 1982*;
- *Privacy Act 1988*;
- *Work Health and Safety Act 2011*; and
- *Environmental Protection and Biodiversity Conservation Act 1999*.

The National Gallery adheres to Australian accounting standards and financial reporting rules in the preparation of its financial reports and follows the principles and better practice guides issued by the Australian National Audit Office. It also observes and applies the requirements of the Resource Management Guides issued by the Commonwealth Department of Finance.

The National Gallery of Australia Council was established as a statutory authority under, and draws its authority from, the *National Gallery Act 1975*. The Council is responsible for the conduct and control of the affairs of the National Gallery with respect to any matters as determined by the Council. Council has established the following committees:

- **Audit and Risk Committee** – constituted by a mix of Council members and independent members, it has been established as an advisory committee to provide independent assurance and advice to Council on matters of risk, compliance, audit and finance.
- **Collections Committee** – the Committee supports the Council in ensuring that collections procedures, policies and activities remain compliant with the requirements of the *National Gallery 1975* and the Gallery's acquisitions vision and policies.
- **Governance Committee** – the Committee supports the Council in recommending changes to Council roles, responsibilities, policies and practices, overseeing a program to systematically assess Council and Committee effectiveness and annually reviews Senior Executive performance.

Environment – operating context

The National Gallery of Australia creates value by contributing to the cultural and social wellbeing of people and communities. It contributes to an understanding of Australia's place in the world, and international perspectives of the diversity and breadth of the Australian landscape and people.

It supports Commonwealth Government objectives in providing national and international touring exhibitions, loans and education programs. The National Gallery provides opportunities for research, creative engagement and production and learning.

The Gallery operates in a financial environment of considerable constraint but must also build capacity to allow for innovation and the evolution of a unique organisation with a unique collection. Recent adjustments to the Gallery's capital budget restored the Commonwealth Development Appropriation Budget for the purchase of works of art, however operational budget issues remain. The Gallery must continue to focus on financial sustainability and build capacity to drive growth and generate income to continue to deliver on its mandate and aspirations.

In 2019-20, significant work will begin to stabilise ageing building infrastructure. A \$21.5 million government grant for Phase 1 of the Capital Works Program will be applied during the life of this Plan. This funding will cover 30 critical building projects. A further 20 projects remain unbudgeted and will require funding to address any critical risks associated with building stability and infrastructure remediation in forward years.

The remarkable growth of the Gallery's extraordinary collection has increased the burden of care within the context of ageing buildings, plant and services in need of renewal. While work has recently begun to address this, it will be a priority for the period of this Plan and most likely beyond 2023.

The Collection Storage Strategy outlines the case for a new collection store which will be needed within the next four years and planning for this facility will commence in the life of this Plan. Important conservation considerations such as cold storage for the globally important photographic collection will be progressed, together with financial planning and design development for the new facility.

In a rapidly changing world, the Gallery must develop a sound and effective 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 the Gallery delivers on its mandate to service the national cultural agenda, develop the collection, grow audiences, contribute to education and learning and maintain and enhance the building.

The collection of approximately 155,000 works of art will both require a review and a bold acquisition strategy to ensure the collection is managed to its full potential. Strategies to expand access to the collection through onsite, online and on-tour programs will be a priority. Widening the scope for artistic content will be an important mechanism to enhance education and learning possibilities through the artistic program. There is significant scope to advance the education potential of the national collection and initiatives to leverage the collection potential underpin the principles of the artistic program.

Enhancing organisation capability allows the Gallery to fulfil its purpose and mission delivering national leadership in enriching the lives of Australian's through the national art collection.

The Gallery is in the process of transforming the way it works, including focusing on culture, risk and stakeholder engagement.

The Gallery relies on the knowledge, skill, motivation and professionalism of its staff to build organisational capability.

People: The Gallery's 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. The Gallery has an extremely important and essential base of volunteers working across many areas including Curatorial, Research Library, Conservation, Programs and Education.

During the course of this plan, the Gallery will:

- Clarify and strengthen internal HR governance structures.
- Digitally enable work practices.
- Build upon financial and budget management skills.
- Develop and embed Indigenous cultural competency across the Gallery and actively seek to increase Indigenous employment.
- Continue to invest in learning and development opportunities to ensure employees have the right balance of technical and professional competence to meet demands now and into the future.
- Build on existing successful strategies to attract and retain high-calibre people with breath of experience and the diversity to ensure the workforce reflects the expectations of the Australian community.

Information and Communication Technology: Critically, the Gallery's sustainability is coupled with a program to improve and upgrade ICT services including the delivery of new digital services which are timely and cost effective. The Gallery is on a path to stabilise, simplify and modernise its 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.

This work will provide important groundwork for new strategies to be developed over the life of this plan. Initiatives that grow ICT capability will focus on business transformation through efficiency improvements, and much-needed audience participation and engagement platforms.

The Gallery's approach to risk management seeks to clarify and articulate its environmental context with enhanced understanding of the drivers of uncertainty that arise in the delivery of its mandate. It helps facilitate informed decisions based on relevant and timely information and prepare a workforce that is measured yet agile in its response to emerging issues.

The Gallery's risk framework and appetite statement provides direction and support to all staff on effective risk management practice. These are maintained to ensure they remain fit-for-purpose and compliant with the Commonwealth Risk Management Policy. The framework adopts definitions outlined in the international standard on risk management *AS/NZS ISO 31000:2009 Risk Management – Principles and Guidelines* and the requirements of Section 16 the *PGPA Act*.

The Gallery's processes help effectively manage risk including appropriate escalation practices, appropriate decision-making delegations, formal instructions to support consistent decision-making and compliance, internal audits and independent assurance through the Audit and Risk Committee.

The Gallery has identified and manages the following key risks for 2019-20:

Collection acquisition, management and preservation – the growth, management and preservation of the national collection is conducted inadequately resulting in the inability to develop and maintain an outstanding national collection of art.

Stakeholder management – the Gallery fails to form productive relationships and collaborate with key stakeholders.

Audience engagement and experience – the Gallery is unable to attract, engage and grow audiences

Financial sustainability – the Gallery has insufficient financial resources to meet its objectives which include developing and maintaining a national collection of works of art; and to exhibit, or to make available for exhibition by others, works of art from the national collection.

Workforce and culture – the Gallery is unable to attract or retain a high-performing, skilled and diverse workforce to drive excellence, continuous improvement, a culture of collaboration, inclusive and compassionate workplace.

ICT – the Gallery fails to provide robust technological, communication and digital services.

Safety and wellbeing – the safety and wellbeing of visitors, volunteers, contractors and employees is compromised.

Capital Works Project – the Capital Works Project fails to adequately remediate the building and infrastructure requirements in a safe and efficient manner, within the agreed timeframe.

Corporate Plan Integration

PURPOSE

To collect, preserve, promote and share the national collection of art

VISION

To inspire creativity, inclusivity, engagement and learning through artists and art.

MISSION

To lead a progressive national cultural agenda by championing art and its value in our lives

Strategic Priorities

Organisational Sustainability	National collection	Audiences and Engagement	Building and Infrastructure	Government and Partner support
<ul style="list-style-type: none"> Financial sustainability Workforce and capacity building Commercial revenue generation ICT capability Governance 	<ul style="list-style-type: none"> Collection development Collection management Collection accessibility 	<ul style="list-style-type: none"> Artistic programs Public engagement and education Online and digital content creation and accessibility Collection development 	<ul style="list-style-type: none"> Masterplan Capital works program Building management 	<ul style="list-style-type: none"> Government partnerships and engagement Donor and partnership development plans

Impact – Increased engagement, workforce capability, partnerships, funding, visitation and financial sustainability

<ul style="list-style-type: none"> Balanced budget delivered 9-20 Increased growth in financial reserve strengthened workforce capability Increase retail profit 	<ul style="list-style-type: none"> <i>Vision for the national collection</i> implemented Significant works collected Increased bequests, donations and funding 	<ul style="list-style-type: none"> Increased visitation Increased school visits Exhibition income growth Visibility in curriculum Increased online content 	<ul style="list-style-type: none"> Masterplan approved 75% completion of capital works infrastructure project 	<ul style="list-style-type: none"> Increased program funding from agencies Increase in philanthropic donations Increased membership
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Strategic Priority – Organisational Sustainability

2019–20 actions

- Implementation of the Financial Sustainability Strategy 2019-24.
- Development and implementation of the ICT Strategy 2019-22.
- Implementation of the 2019 Governance Review.
- Revise the Individual Development and Performance Agreement framework and capability development strategy.
- Re-focus commercial business and grow commercial revenue, pursuing partnerships that drive commercial revenue growth.

		PRIORITY ACTIONS	MEASURES
1	<p>Financial sustainability planning</p> <p>Implementation of the Financial Sustainability Strategy 2019-24 will position the Gallery to establish a sound financial base with a 5-year plan to build sustainability. Over the course of this plan the Gallery will grow its own source revenue streams through re-shaping commercial enterprises, individual philanthropic giving and corporate partnerships.</p> <p>Further opportunities and requirements exist for additional funding to stabilise operational activity and the Gallery will continue to work with Government to identify funding sources, particularly as costs rise in key areas including salaries, logistics and utilities.</p>	<p>Implementation of Financial Sustainability Strategy 2019-24.</p> <p>Develop and have approved a 5yr financial plan.</p>	<p>Deliver balanced 19-20 budget.</p> <p>Growth in financial reserve in line with the sustainability plan.</p>

<p>2</p>	<p>Workforce and capacity building</p> <p>Implementation of the People Strategy 2018-20 will focus on revising the Gallery's performance management framework and developing refreshed and innovative training and development initiatives. Succession planning through attracting, developing and retaining talent will be an important priority, particularly to ensure the organisation's capabilities are enhanced and corporate knowledge is transferred. A greater emphasis will be given to cultural appreciation and capability training. Developing and nurturing growth in the Aboriginal and Torres Strait Islander team will be a priority.</p> <p>The National Gallery's volunteers will continue to be supported in their work with ongoing training. The largest group are the Voluntary Guides, with an annual program of talks provided by the curatorial team on new exhibitions and collection displays as well as engagement strategy refreshers provided by Education and Programs teams.</p>	<p>Revised IDPA framework - IDPA linked to corporate plan KPIs for all staff.</p> <p>Ensure 5yr workforce plan is aligned to the 5yr financial plan.</p> <p>Embed Indigenous Cultural Competency across the organization.</p> <p>Embed the NGA Aboriginal and Torres Strait Islander Cultural Rights and Engagement Policy across the organisation and include in induction procedures.</p> <p>Increase Indigenous employment levels.</p> <p>Digitisation of HR processes.</p>	<p>Individual workplans developed for all staff with KPIs aligned to corporate plan.</p> <p>Capability aligned to financial sustainability.</p> <p>60% of staff trained.</p> <p>Increased awareness of Policy throughout organization.</p> <p>Establishment of Reconciliation Action Plan.</p> <p>Grow Indigenous representation in the organisation to meet APS benchmarks.</p> <p>e-recruitment package delivered.</p> <p>IDPA process digitised.</p> <p>Full implementation of DoneSafe.</p>
<p>3</p>	<p>Commercial revenue generation</p> <p>A review of commercial activities is underway with the aim of developing strategies to maximise self-generated income for long-term sustainability, which will include development of a focused strategic financial plan and budget strategy and clear vision for commercial activities. The long-term vision is to establish the Gallery as a culinary destination.</p> <p>Retailing will focus on opportunities to promote the national collection, both through external partnerships and increasing in-house product development. The Gallery will also deliver increased retailing opportunities in response to touring exhibitions.</p>	<p>Refocused commercial business growth.</p>	<p>10% growth in retail profit</p>

<p>4</p>	<p>ICT capability</p> <p>A new ICT Strategy 2019-22 is under development which will increase the Gallery's capability and capacity to innovate in the digital world. There are a range of initiatives designed to enhance visitor experience, expand access to the national collection and rationalise corporate service channels. It will simplify and automate processes, improve access to corporate data and information, maximise online revenue potential and improve cyber security in all areas of ICT services. With the focus on developing customised digital content, it will be important to establish and maintain a robust ICT base.</p>	<p>Development and implementation of 3-5 yr ICT strategy with defined outcomes that support our objectives.</p> <p>New financial model delivered for ICT processes.</p> <p>Data governance framework established.</p>	<p>Strategy approved and priorities set.</p> <p>ICT procurement processes consolidated and streamlined. Duplication of processes and investments eliminated. Cost reductions measured once baseline established.</p> <p>Increased data security measured against internal audit recommendations.</p>
<p>5</p>	<p>Governance</p> <p>In December 2018 the National Gallery of Australia Council approved a new Strategic Framework for the Gallery. This framework is intended to nurture a process of inclusion and collaboration as the Gallery aligns the organisation with a consistent and shared vision towards a new 5-Year Strategic Plan.</p> <p>The Strategic Framework is an operational plan, designed to target specific projects and actions. The Strategic Framework supports the key principles of the Gallery's Planning and Performance Framework of integrated planning, transparency and accountability, 5- year Financial Sustainability Strategy, evaluation and continuous improvement and risk management.</p>	<p>Review and revision of internal committees and management structure of the NGA to ensure it is fit for purpose.</p> <p>Implementation of corporate plan - active engagement across the organization.</p> <p>Implement 12-month strategy map.</p> <p>Establishment Ethics Advisory Committee. TOR developed and endorsed.</p> <p>Risk Management Framework revised and communicated across the organisation.</p>	<p>Internal committees and governance structure realigned.</p> <p>Enhanced corporate understanding of strategic/ corporate plan and measured by 2020 pulse survey.</p> <p>Terms of Reference developed and endorsed. Four priority areas defined for ethics committee and embedded in risk management framework/ register. Committee established and operational.</p> <p>Enhanced culture of risk management across the organisation. All staff trained in the Risk Management Framework. New staff inducted and trained via Learnhub.</p>

Strategic Priority – National collection

2019-20 actions

- Develop a Vision Statement which articulates the direction and goals of the national collection over a 5-year period.
- Ensure clarity in collection development activities with a focus on significant and groundbreaking works that galvanise and substantially enhance the collection.
- Refine and refocus the collection through an active program of permanent loans, transfers of ownership and deaccessioning.
- Continue to care for the national collection to the highest international standards.
- Tour and share the collection with public institutions across Australia, supporting regional access to the National Collection with a renewed focus on introducing new outreach and education programs.
- Continue to work with Indigenous Arts Partner, Wesfarmers Arts, on a major survey to tour to Asia, advancing the profile and awareness of Indigenous Australia on the international stage.
- Develop a plan to address long-term storage of the national collection.

	PRIORITY ACTIONS	MEASURES
<p>6 Collection development</p> <p>The national collection presents the art of the people of Australia, the art of the Asia Pacific region, and the artistic achievements of the mid-19th century to the contemporary. A new <i>Vision for the national collection</i> will ensure the continued development, and care of the most significant public collection of art in Australia.</p> <p>Acquisitions for the national collection are based on rigorous collection principles for works of outstanding significance that impact the nation's cultural identity and have an enduring influence and legacy. Acquisitions must enhance the stature and relevance of the collection, focusing on the three pillars of: excellence, innovation and art that defined the time and changed the course of art history.</p> <p>The <i>Vision for the national collection</i> is a blueprint which guides the future direction of the collection: to inspire creativity, inclusivity, engagement and learning through artists and art. The implementation of these guiding principles will be critical to the Gallery achieving its mandate and relevance.</p>	<p>Clearly articulated <i>Vision for the national collection</i>.</p>	<p>All new works collected aligned to the new collecting principles in the new <i>Vision for the national collection</i>.</p>

<p>7</p>	<p>Collection management</p> <p>Building on the recommendations of the Australian National Audit Office's Management of the National Collections, the Gallery will continue to work through the best practice standards contained in the audit recommendations. The Gallery has a suite of collection development management policies that were updated including; acquisitions, deaccessioning, due diligence and provenance and Aboriginal and Torres Strait Islander cultural rights and engagement.</p> <p>These will be used as guiding principles for collection management in 2019-20.</p> <p>The Gallery's approach will be zero risk to all matters of provenance.</p> <p>The Gallery will care for, document, research and treat the national collection to the highest international conservation standards.</p>	<p>Refine and refocus collection through active program of loans, transfers and deaccessioning.</p> <p>The Conservation Management policy will be rewritten to ensure care of the collection is embedded across all processes and programs of the National Gallery.</p> <p>Develop plan to address long-term storage of national collection.</p> <p>More effective deaccessioning of works deemed not required for the national collection.</p>	<p>80% of pending works processed</p> <p>Acquisition and deaccessioning strategies to be developed for all collecting areas.</p> <p>Policy endorsed and measures in place. All activity (collections, exhibitions, programs) compliant with policy.</p> <p>Long-term storage plan developed.</p> <p>Deaccessioning team established.</p>
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<p>8</p>	<p>Collection accessibility</p> <p>The National Gallery will be more representative of the multiple voices that contribute to the cultural fabric of Australia with an inclusive approach to art history.</p> <p>The Gallery will continue to host major exhibitions bringing works of art of outstanding quality, and international significance to Australia. These exhibitions will complement significant programs that amplify important national perspectives and build on major tourism initiatives.</p> <p>The Gallery will be an important national cultural destination focused on the acquisition of contemporary art, collection display and education and life-long learning strategies. By engaging directly with living artists, the Gallery has the opportunity to provide deeply engaged and relevant projects to activate the building, its collection and programs.</p> <p>Reviewing the conventional approach to Australian art history will be a priority with the intention of embedding Indigenous perspectives throughout the Gallery's programs.</p> <p>Through the national collection the Gallery will help to nurture an inclusive Australia that celebrates diversity. The collection will play an important role in promoting cohesion. The Gallery supports artists and artistic endeavours, understanding that cultural vibrancy contributes significantly to 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.</p> <p>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.</p> <p>Access to the national collection will be enhanced and supported through publishing, digital content and film projects, aiming to expand the reach and impact of the collection. The Collection Study Room will continue to provide collection access for researchers, curators and artists, often contributing to collection works being profiled in exhibitions and external publications.</p>	<p>Tour and share the collection with public institutions across Australia.</p> <p>Increased online content.</p> <p>Implement collection discoverability initiative.</p>	<p>Increased audience engagement through outreach programs: 500k visitation.</p> <p>20% increase in works toured.</p> <p>20% increase in online content</p> <p>2m online visitor engagements.</p>
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Strategic Priority – Audiences and Engagement

2019-20 Actions

- Develop a 5-year exhibition program.
- Implementation of a second temporary exhibition space for an expanded exhibition program.
- Commission innovative primary research-based exhibitions and projects.
- Lead a re-imagining of Australian art and Asian art displays and broaden international displays to include decorative arts, sculpture and fashion.
- Implement the new Learning Strategy.
- Develop an exhibition program for the Learning Gallery and engagement initiatives for The Studio.
- 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.
- Develop content for a variety of digital access platforms.
- Develop comprehensive education resources for all touring exhibitions.
- Embed the national collection in supporting curriculum outcomes and tailored programs that advance knowledge of cultural history.
- Build capacity in both the artistic program and ICT to accommodate the sustainable development of online content.
- Build an online platform for the presentation of new Indigenous art content.
- Continue to digitise the collection and create an ambitious audience led content strategy that provides a framework to connect and build audiences.

	ACTION	MEASURE
<p>9 Artistic Program</p> <p>The Gallery aims to develop exhibitions and displays from the national collection, advance Australian art, and bring global masterpieces to Australia for the benefit of Australians. The Gallery will re-orientate the galleries to increase accessibility and to ensure a logical progression for visitor experiences.</p> <p>During the life of the Plan, the Gallery will invigorate its role in South East Asia and the Pacific region, touring highlights from the national collection. In partnership with Indigenous Arts Partner, Wesfarmers Arts, the Gallery will develop a comprehensive survey exhibition of Indigenous art to tour to China, Singapore and Hong Kong.</p> <p>The touring program to regional centres will continue with the addition of comprehensive educational programs. The Gallery will ensure consistency across onsite programming, focusing on year-round destination events and activities which go beyond the traditional seasonal programs.</p>	<p>Partner with Wesfarmers on major Indigenous survey to tour Asia.</p> <p>Develop multidisciplinary projects to lead the national cultural agenda.</p> <p>Present compelling, relevant exhibitions. Engage broad and diverse audiences with art and ideas.</p> <p>Implementation of a second temporary exhibition space for an expanded exhibition program.</p> <p>Lead a re-imagining of Australian art and Asian art displays and broaden international displays to include decorative arts, sculpture and fashion.</p>	<p>International tour commenced with all venues locked in.</p> <p><i>Know My Name</i> developed into major project with new work commissioned, funding secured, and extensive content created online.</p> <p>Visitation targets: Total visitor engagements 4.6m Onsite 900k On-tour 220k On-line 1.2m On-loan 1.5m</p> <p>Exhibition income growth of 10% over the life of the plan.</p>

<p>10</p>	<p>Public engagement and education</p> <p>The National Gallery contributes proactively to the national cultural agenda by telling the many stories, through art, that make up Australia's collective identity. The Gallery will include Indigenous culture across programs and activities. 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.</p> <p>Public programs and educational activities are designed to connect Australians with the national collection throughout their lives. The Gallery will increase accessibility to the national collection through online growth and outreach, particularly in relation to education and public program initiatives, ensuring that engaging with art and living artists activates its programs.</p> <p>Regional partnerships and outreach programs are a critical component of audience reach and relevance. Children's learning initiatives are in development to encourage young Australians and teenagers to connect with artistic practice in the context of the national art collection.</p> <p>In February 2019, the National Gallery of Australia Council endorsed the Gallery's Learning Strategy which articulates its goal and objective to be a national education leader, advancing an open and progressive cultural agenda, onsite, online and on-tour.</p> <p>A new learning hub comprising a Learning Gallery and Studio will be introduced to enhance education and appreciation of the national collection. These initiatives prioritise education building family and school audiences, contributing to a life-long learning approach to audience development. A set of Mobile Studio art making carts will increase engagement through creative activities across the Gallery.</p> <p>Contributing to the cultural life of the nation's capital is central to the accessibility of the Gallery's programs. Involvement in key activations across Canberra will be a priority, this will include major commissions for Enlighten, Floriade and the Canberra Balloon Spectacular.</p>	<p>Elevate the National Gallery's profile, brand and recognition.</p> <p>Implement new learning strategy.</p> <p>Heighten visibility of the national collection in education curriculum outcomes.</p> <p>Strong engagement with Dept of Education for Tier One Status.</p> <p>Establish young adult/teen program.</p> <p>Continued development of school portal.</p> <p>Stronger share of 'voice' within the national arts sector and mainstream Australia where the National Gallery can set agendas and drive outcomes.</p> <p>Programs developed supporting inclusion.</p>	<p>Enhanced public perception measured by analysis of media coverage, increased net promoter score on major exhibitions (Neilson Economic Impact and Marketing Reports) and visitor survey data analysis conducted by Marketscape.</p> <p>25% annual increase in social media followers.</p> <p>Increased number of school visits 10%.</p> <p>Education and public program engagement targets: Online 25,000 Onsite 175,000</p> <p>Consideration of the National Gallery for TIER One status.</p> <p>25% growth in engagement/visitation teen audience.</p> <p>20% growth in visitation online school portal.</p> <p>Increased number of presentations at conference/forum and National Gallery representation at external cultural and public events.</p> <p>Visitor demographic widened.</p>
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<p>11</p>	<p>Online and digital content creation and accessibility</p> <p>The Gallery's online and digital content increases accessibility to its collection and programs, however resources need to be directed to support innovation and creativity in this area. The Gallery is committed to delivering a content strategy in the next year with the longer-term objective of commissioning and creating artistic content beyond the walls of onsite programs. It is a priority to develop engaging content through video, film, written and visual communications across all digital and media channels, however the Gallery's capacity and resources need to be established to deliver these goals in the mid-term.</p>	<p>Delivery of relevant and engaged online content.</p> <p>Build and launch online platform for the presentation of new Indigenous art content.</p>	<p>20% Growth in online visitation.</p> <p>Platform launched and delivered (measured against online visitation in 20/21).</p>
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Strategic Priority – Building and Infrastructure

2019-20 Actions

- Establish a Masterplan for the National Gallery precinct, including development of a business case for the Centre for Australian Art and management of the Sculpture Garden.
- Manage the Capital Works Program to deliver projects on time and on budget.
- Continue to work with Government to identify funding sources for unfunded essential capital projects.
- Develop a refreshed approach to managing the Gallery's building and facilities to ensure the architectural integrity of the building is maintained.

	ACTIONS	MEASURE
<p>12 Masterplan</p> <p>We are approaching two major milestones for the National Gallery. The 10-year anniversary of the Stage 1 redevelopment project (2020), and the 40-year anniversary of the opening of the original building (2022).</p> <p>The development of a long-term masterplan for the National Gallery inclusive of the Sculpture Garden is critical as we approach 2022 and will build on the long-term vision outlined in the founding principles of the National Gallery for the advancement of Australian art through improving education and collection access.</p> <p>The proposed Centre for Australian Art will be the most significant showcase of Australian art in the world, both a national and international showcase of the depth and breadth of artistic practice in Australia. The Centre will include significant education and learning facilities to ensure the national collection is leveraged to its full potential.</p>	<p>Masterplan established for the National Gallery precinct.</p> <p>Business case developed for Centre for Australian Art.</p> <p>Business case developed for management of Sculpture Garden.</p>	<p>Masterplan framework commenced.</p> <p>Business case prioritised.</p>

<p>13</p>	<p>Capital works program</p> <p>Following the funding of \$21.5 million in June 2018 for the first phase of the critical building remediation, a large-scale Capital Works Program will be initiated over the next three years. Of the 50 critical capital replacement projects 30 priority projects will be undertaken in this first phase with funding required for the remaining. It is crucial to identify funding for the second phase of outstanding projects to ensure the building's critical challenges and maintenance program can be stabilised. The long-term viability of a sustainable asset management program will depend on completing all these works in a timely manner before future building failures adversely affect operations.</p>	<p>Efficient and sound management of capital works program.</p> <p>Work with government to identify funding for essential capital works projects.</p>	<p>75% Capital works program delivered on time and on budget</p> <p>Government funding secured for prioritised essential works.</p>
<p>14</p>	<p>Building management</p> <p>Significant building and mechanical failures have become regularised with core elements reaching 'end of life' placing considerable pressure on general building upkeep and maintenance. With the undertaking of the Capital Works Program, building maintenance will recalibrate and commence a program of both upkeep and preventative maintenance.</p> <p>Funding constraints over an extended period have severely limited the full scope of the maintenance program, which will be incrementally redressed over time.</p>	<p>Develop and revise Building Management Plan.</p> <p>Adoption of revised Business Continuity Plan including training and updates of Emergency Response Plan.</p>	<p>BMP delivered and works prioritised.</p> <p>Successful tracking of Strategic Asset Management Plan</p> <p>Key staff trained in revised BCP.</p> <p>Successful test of ERP conducted.</p>

Strategic Priority – Government and Partner Support

2019-20 Actions

- Grow the network of supporters of the National Gallery of Australia.
- Deliver a 3-year strategic fundraising program for the National Gallery of Australia Foundation.
- Deliver strategic fundraising campaigns and pursue new initiatives relative to the Gallery's work in education, health and wellbeing, collection development, digital access and Indigenous engagement.
- Maximise national opportunities for private giving through annual major campaigns.

	ACTIONS	KPI
<p>15 Government partnerships and engagement</p> <p>The National Gallery through its artistic programs and national collection, can actively engage with Government initiatives in education, foreign affairs and reconciliation. It will be a priority to nurture closer relationships in the delivery of the Government's and the Gallery's priorities. Partnerships across the Commonwealth Government to assist in direct international engagement through cultural diplomacy will be nurtured.</p>	<p>Increased cross agency and departmental partnerships aligned to key federal initiatives.</p> <p>Increased international cultural engagement.</p>	<p>Two new project/programs developed in collaboration with federal government agencies.</p> <p>The National Gallery's role in international engagement and cultural diplomacy recognised by Government and embedded in future programs. Increased attendance by Diplomatic and International representatives.</p>

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Donor and Partnership development plans

Over the course of this Plan the Gallery will grow its own source revenue streams through continuous improvement of commercial enterprises, individual philanthropic giving through the Foundation, American Friends of the NGA and corporate partnerships. The fundraising strategy provides a blueprint for the sustainable, long-term growth of fundraising revenue. It outlines strategies to grow a network of supporters, fine-tune the case for support, expand product offerings, connect interest with need, and refine organisational capability.

Visitation to the Gallery and demand for access to the collection for research and loan is at an all-time high, while resources are constrained and appropriation for operating funding has decreased. This means 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 operations and is critical for new initiatives widening the impact of the national collection. The Gallery will expand its 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 sustained growth.

Build a community of government and non-government partners to support organisational capability and sustainability.

Grow network of supporters of the National Gallery.

Deliver strategic three-year fundraising program for the National Gallery's Foundation

Review Foundation Board and approach to securing financial support aligned to the National Gallery's ambitions.

Deliver strategic fundraising campaigns relative to the National Gallery's work in education, health and wellbeing, collection development, digital access and Indigenous engagement.

Maximise national opportunities for private giving through annual major campaigns.

10% growth philanthropic donations
 Increase in membership 10%
 Increase in bequests 3%
 New partnerships secured.