

National Gallery of Australia

Corporate Plan 2020–21



Introduction

From the Director and Chairman

On behalf of the National Gallery of Australia Council, we present the National Gallery of Australia Corporate Plan 2020–21, prepared in accordance with the *Public Governance, Performance and Accountability Act 2013* for the 2020–2021 year, covering the period 2020–2021 to 2023–24. The Corporate Plan is aligned with the *Portfolio Budget Statements* and the National Gallery's strategic milestones embedded within the new *Vision for the National Gallery* and the *Vision for the national collection*. This Corporate Plan operationalises those visions, establishing shorter term goals and aspirations.

With the world around us always transforming, the Gallery's artistic programs must reflect changing social contexts and audiences. Different generations see the world in new ways. We will highlight the stories and histories of all Australians and embrace global ideas, challenging our audiences and disrupting conventions with new concepts and forms of cultural expression. This vision includes increasing the representation of women in the artistic program and expanding the Gallery's role in elevating Indigenous culture and engagement.

Bold and brave collecting has defined the National Gallery from its beginnings and is essential to its future direction. The Gallery's mandate is to bring the extraordinary national collection to life, with exemplary exhibitions driven by ideas and diverse narratives that embrace the experiences of our evolving communities. To fulfil this mandate, the Gallery must continue to share art with the widest possible audience in diverse and accessible ways, including on-site, online and on tour.

This plan considers the challenges presented by the COVID-19 global pandemic and publication of it was deferred to ensure that it aligned with our budget process and it reflected the changing impacts of the pandemic. The Gallery has worked swiftly to reposition its content and public engagement and will continue to further develop these and to build resilience into 2021 and beyond.

The Gallery continues to build and strengthen financial sustainability and resilience with implementation of strategies to refocus commercial business growth and maximise self-generated income. We also continue to strengthen the effectiveness of the Governance and Compliance Framework to ensure integrated planning, transparency and accountability.

To achieve the Gallery's aspirations, the focus for 2020–21 will be to

- Plan and implement responses to COVID-19, continuing to provide safe access to the Gallery, rebuilding visitation and managing financial impacts.
- Support the Commonwealth Government's objectives by leading a forward thinking national cultural agenda and championing art and its value in Australian society by developing outstanding exhibitions and displays from the national collection to spark dialogue and leverage learning opportunities.
- Establish meaningful core initiatives to support Indigenous engagement across the organisation and through all programs and activities.
- Lead bold and progressive projects and collection development initiatives such as the *Know My Name* exhibition and program to elevate the voice of women artists.
- Bring international perspectives to Australian audiences by facilitating access to outstanding art and exhibitions from across the world.
- 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.
- Build an online presence that prioritises education and that connects directly with the Gallery's off-site initiatives and the national curriculum.
- Increase accessibility to the national collection and activate programs through online growth and outreach, particularly in relation to touring exhibitions, education and public program initiatives.
- Continue a critical capital works program to reduce infrastructure risks and address significant building challenges.
- Implement a new comprehensive customer relationship management system.
- Deliver key Governance Action Plans and embed their principles across the organisation.
- Establish frameworks for ethical behaviour in all activities, partnerships and collaborations through an Ethical Decision-Making Framework.
- Ensure financial sustainability and resilience through refocused commercial activity, entrepreneurship and increased engagement with private giving and corporate partnerships.

Ryan Stokes AO
Chair
National Gallery of Australia Council

Nick Mitzevich
Director
National Gallery of Australia

Introduction

Purpose, Mission, and Vision

The Purpose of the National Gallery is to collect, preserve, promote and share the collection of art nationally.

The Mission of the National Gallery is to lead a progressive national cultural agenda by championing art and its value in our lives.

The Vision of the National Gallery is to inspire our nation through creativity, inclusivity, engagement and learning through art and artists.

Values

Excellence
Creativity
Courage
Respect
Accountability

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.

Strategic Priority

Overview

	Activity areas	Priority actions (2020–21)
National collection	<ul style="list-style-type: none"> – Collection development and management – Collection accessibility – Collection care – Provenance – Conservation – Scholarship 	<ul style="list-style-type: none"> – Implement the <i>Vision for the national collection</i> – Refine the collection – Advance provenance research – Develop a focused national and international loans program – Care for, document and research the collection – Advance digital access of the collection
Artistic program	<ul style="list-style-type: none"> – Collection displays – Temporary exhibitions – Touring exhibitions – Commissions – Content development – Artist engagement – Publishing 	<ul style="list-style-type: none"> – Establish an exemplary and scholarly artistic program – Advance the work of living Australian artists – Present Australian artists in an international context – Present a national touring program that prioritises regional communities – Bring international art to Australia
Audiences and engagement	<ul style="list-style-type: none"> – Public engagement and audience growth – Learning on-site, online and on-tour – Digital content creation and accessibility – Research capability – National and international reach 	<ul style="list-style-type: none"> – Raise the profile of learning programs – Grow and broaden audiences – Deepen the reach of the Gallery offsite – Increase access to research library and archives – Transform digital engagement on-line, onsite and on-tour
Organisational sustainability	<ul style="list-style-type: none"> – Financial sustainability – Workforce capacity and capability – Commercial revenue – Governance – ICT and cyber capability – Value-based culture – Risk management 	<ul style="list-style-type: none"> – Implement the five-year financial sustainability strategy – Develop new business systems that create efficiencies – Embed a strong governance framework – Development of a Workforce Plan – Develop a highly skilled workforce and safe workplace – Invest in and develop commercial revenue opportunities
Building and infrastructure	<ul style="list-style-type: none"> – Capital works program – Building management – Environmental sustainability – Physical security 	<ul style="list-style-type: none"> – Present Gallery facilities to their best advantage – Maintain collection security – Prioritise visitor safety – Maintain and replace infrastructure – Achieve a sustainable environmental footprint
Government and partners	<ul style="list-style-type: none"> – Donor engagement – Corporate partnerships – Government relationships – Strategic relationships 	<ul style="list-style-type: none"> – Grow the philanthropic base – Develop mutually beneficial national partnerships – Work collaboratively to support Government policies – Work collaboratively with regional, state and Commonwealth cultural organisations
Influence and advocacy	<ul style="list-style-type: none"> – Aboriginal and Torres Strait Islander engagement and leadership – Ethical leadership – Inclusion programs – Connecting with communities – Advocate for artists and culture 	<ul style="list-style-type: none"> – Advance Aboriginal and Torres Strait Islander engagement and leadership within the arts – Ethical leadership – Position the National Gallery as the authoritative voice on art and artists – Elevate gender equity and disability inclusion principles

Strategic Priority

National Collection

2020–24 Summary

Implement the *Vision for the national collection* which articulates the strategic direction and goals of collection development and presentation.

Ensure clarity in collection development activities with a focus on significant works that galvanise and enhance the collection.

Undertake judicious deaccessioning to improve the quality of the collection.

Tour and share the national collection with public institutions across Australia, supporting regional access to the collection with a renewed focus on outreach and education programs.

Continue to care for the collection to the highest international standards.

Continue the Provenance Research Project, including a new focus on Aboriginal and Torres Strait Islander art.

Priorities	Priority Actions	Targets			
		20-21	21-22	22-23	23-24
<p>1 Implement the Vision for the national collection</p> <p>The <i>Vision for the national collection</i> is a blueprint which guides the future direction of collection development, refinement and presentation.</p>	<p>All new acquisitions align to the new vision collecting principles.</p> <p>Acquisition strategies reviewed annually and redrafted triennially.</p> <p>Revise policies related to acquisition, deaccessioning, provenance, and guidelines around commissioning to ensure they are inclusive of cultural rights and protocols.</p>	<p>Acquire a minimum of 10 defining works for the collection per annum.</p>			
	<p>Prioritise works by all women artists.</p>	<p>Aim for gender equity and equality in acquisitions and collection presentations over four years.</p>			
<p>2 Review and refine the collection</p> <p>Refine the collection in accordance with the <i>Vision for the national collection</i>.</p>	<p>Develop a deaccession program that complies with the collection policy in 2020–21.</p>	<p>Deaccession works that do not comply with the collection policy.</p>			
<p>3 Advancing provenance research</p> <p>Advance and resolve provenance issues through primary research.</p> <p>The provenance framework outlined by the Crennan Report 2019 provides an important guide for resolving outstanding provenance issues.</p>	<p>Continued focus on research into the Indian collection.</p> <p>Resolve the status of priority works from the Indian collection, applying the Crennan framework to new research.</p> <p>Appointment of Aboriginal and Torres Strait Islander Art provenance coordinator in 2020–21.</p> <p>Establish an active provenance program that focusses on the Aboriginal and Torres Strait Islander Art collection.</p>	<p>By 2022–23 all works have provenance status.</p>			

Strategic Priority

National Collection

Priorities	Priority Actions	Targets			
		20-21	21-22	22-23	23-24
4 Develop a focused national and international loans program Coordinate a refined loans program to share the collection across Australia, with a focus on regional centres across the country to share the collection and develop sustainable international partnerships.	Refine and refocus the loans program.	700 works on loan per year. Implement a revised loans policy in 2020–21.			
	Develop a strategic international loans program	Minimum of five major works from the collection shared with international partners per annum.			
5 Care for, document and research the collection Care for, document and research the national collection to international conservation standards and undertake continuous review of storage, security management and resource needs to maintain and safeguard the national collection.	Review the Art Conservation Policy and associated guidelines to ensure care of the collection is embedded across all processes and programs.	Implement the new Art Conservation Policy in 2020–21 to meet International Council of Museums Committee for conservation environmental guidelines.			
	Review the preservation plan in 2020–21.				
	Undertake ongoing review of storage needs.	Rationalise storage for best advantage.			
6 Advance digital access to the collection Expand digital access to the collection to support creativity, education and research and to reach international audiences and remote Australian communities.	Launch the new <i>Search the Collection</i> online with enhanced capabilities for exploring the collection.	Launch <i>Search the Collection</i> in 2020–21.			
	Refine online collection statements to reflect the new <i>Vision for the national collection</i> .	Launch a renewed collection interpretation presence online in 2020–21.			
	Leverage the Gallery’s digital platforms to deepen access to the collection.	All new acquisitions are documented online and supported with rich content.			
	Publish new content online, such as artist interviews, virtual tours and other interpretative material.	New content is created and made available online.			

Strategic Priority

Artistic Program

2020–24 Summary

Develop the artistic program, prioritising innovative primary research-based exhibitions and projects.

Develop new collection displays of the Australian, Aboriginal and Torres Strait Islander and international galleries.

Advance the work of living Australian artists and present Australian artists in an international context.

Present a national touring program that prioritises regional communities.

Bring the best of international art to Australia for the benefit of Australians.

Collaborate with Indigenous Arts Partner, Wesfarmers Arts, on a major survey to Asia, advancing the profile and awareness of Indigenous Australia on the international stage.

Priorities	Priority Actions	Targets			
		20-21	21-22	22-23	23-24
<p>1 Establish an exceptional, responsive, diverse and scholarly artistic program</p> <p>The Gallery's artistic program is diverse and inclusive, elevating the voices of artists, promoting the depth and diversity of the collection, advancing creative intellectual leadership and leading a progressive artistic agenda.</p>	<p>Develop and plan the artistic program, including exhibitions.</p> <p>Establish a three-year content strategy, including publishing, film and digital.</p> <p>Champion the work of Aboriginal and Torres Strait Islander artists.</p> <p>Engage a First Nations senior curator at large to drive major Aboriginal and/or Torres Strait Islander art exhibitions.</p> <p>Comprehensive collection re-hangs of Aboriginal and Torres Strait Islander art, Australian and International art across the building that is led by an inclusive approach to art histories, emerging methodologies and curatorship.</p> <p>Engage one new adjunct curator position to work in their local context and remotely to the Gallery.</p> <p>Engage with diverse communities to drive inclusivity and knowledge.</p>	<p>A five-year artistic program inclusive of major collection presentations and exhibitions is implemented.</p> <p>Two exhibitions (one being major) over three years dedicated to the work of Aboriginal and Torres Strait Islander artists (eg National Indigenous Art Triennial).</p>			
<p>2 Advance the work of living artists</p> <p>Engage with living artists to enable projects that activate the building, our collection and associated programs.</p>	<p>Create opportunities for artists to make new works.</p> <p>Establish a project series to promote the work of living artists.</p> <p>Develop and maintain relationships with artists.</p> <p>Establish an Artist Advisory Committee.</p> <p>Deliver a film program to promote and share stories about Australian artists.</p>	<p>Two new works commissions each year.</p> <p>Create at least two bespoke interpretative resources prioritising the artists voice and perspectives per annum.</p> <p>Commission one film project focusing on one living Australian artist each year.</p>			

Strategic Priority

Artistic Program

Priorities	Priority Actions	Targets			
		20-21	21-22	22-23	23-24
<p>3 Present Australian artists in an international context</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.</p>	<p>Partner with Wesfarmers Arts on major Indigenous survey in Asia.</p>	<p>One major exhibition developed with international partner.</p>			
<p>4 Present a national touring program that prioritises regional communities and outreach initiatives</p> <p>Elevate our touring program to regional centres with the addition of online learning programs.</p>	<p>Establish a three-year touring exhibition program.</p> <p>Support regional education initiatives through touring exhibitions program.</p> <p>Support regional initiatives program.</p>	<p>Deliver and promote the 2020–21 touring exhibition program.</p> <p>Online education resource developed to accompany all touring exhibitions.</p> <p>Develop new regional initiatives to support the sharing of the national collection.</p>			

Strategic Priority

Audiences and Engagement

2020–24 Summary

Rebuild visitation within COVID-19 restrictions.

Revise the Learning Strategy to position the Gallery as an industry leader and advance flagship learning initiatives.

Develop a digital engagement strategy to increase accessibility to the collection and develop programs for a national audience.

Facilitate greater access for research and education purposes to the Gallery's library and archive.

Elevate and invest in digital programming.

Priorities	Priority Actions	Targets			
		20-21	21-22	22-23	23-24
<p>1 Grow and broaden audiences</p> <p>The Gallery will grow and diversify its audience. Engaging with our valued core audience (national arts-engaged adults) we will work to attract and engage new visitors including young adults, young professionals, families and teens. Drawing national audiences and contributing to the economic and cultural vibrancy of the ACT continues to be a priority.</p> <p>The Gallery will develop bold, engaging, relevant and engaging communications that reflect its cultural and curatorial approach and position it as a must-see destination for the visual arts in Australia.</p>	Rebuilding visitation within COVID-19 restrictions.	Visitation targets 2019–20 (COVID-19 impacted):			
	Grow and diversify onsite audiences through promoting the Gallery as a national 'pilgrimage' destination.	Onsite: 300,000			
	Increase engagement with national audiences online and on-tour.	<ul style="list-style-type: none"> – On-tour: 100,000. – On-loan: 500,000. – On-line: 1,000,000. 			
	Develop and implement strategies in 2020–21 that strengthen the Gallery's brand with review in future years.	Onsite visitation future years: <ul style="list-style-type: none"> – 20–21: 500,000. – 21–22: 700,000. – 22–23: 900,000. 			
	Develop new channel of digital programs and outreach initiatives to supplement touring.	Achieve audience growth, reach and engagement targets for online, eDM and social media activity.			
	Undertake annual analysis of audience and economic impact studies for major exhibitions.	Commence a new visual identity and digital transformation project in 2020–21.			
	Raise the Gallery's profile nationally and internationally.	Implement new visitor research framework in 2020–21 and complete economic impact studies for major exhibitions.			
	Develop programs for diverse audiences including teens, access and families.	Increase engagement with families and young people, each year through dedicated programs by 10%.			
Maximise accessibility in line with Disability Inclusion Action Plan.	2000 people with specific needs attending program annually.				
Create programs that encourage visitation by Aboriginal and Torres Strait Islander audiences.	Five public programs focusing on Aboriginal and Torres Strait Islander art and artists annually.				

Strategic Priority

Audiences and Engagement

Priorities	Priority Actions	Targets			
		20-21	21-22	22-23	23-24
2 Raise the profile of learning programs Revise the Learning Strategy and position the Gallery as an industry leader in education and life-long learning, onsite, online and on-tour.	Revise the Learning Strategy and consolidate and increase online learning initiatives for a national audience.	10% growth over four years in engagement of artist-led, first nations first and/or access programs.			
	Expand education initiatives online and on tour.	10% growth over four years in online and on-tour learning participation			
	Revitalise participatory programs for kids and families with new artist-led initiatives.	At least one new artist-led project per year.			
	Strengthen engagement with Department of Education for Tier One status.	Tier two status is maintained, and efforts made to secure mandatory Tier one status by 2023-24.			
	Initiate impact research on flagship learning initiatives to deepen understanding of practice and inform professional learning programs for industry.	Develop one new research program per year.			
	Establish national partnerships to deliver new and enhanced learning offerings.	Deliver an annual program of activities with national partners.			
3 Deepen the outreach of the Gallery Regional partnerships and outreach initiatives foster inclusivity and facilitate access to the national collection across the country. Contribute to the cultural life of the nation's capital by contributing major commissions to events.	Nurture and develop a range of partnerships and flagship projects across regional Australia and internationally.	Collaborate and participate in at least three external festivals and programs.			
		Develop one new partnership opportunity with other Aboriginal and Torres Strait Islander art focused organisations, festivals or events.			
4 Increase access to research library and archives	Transform library into public-facing accessible collection.	Increase the number of students who engage with the National Gallery library and archive as part of their tertiary studies by 10%.			
	Provide new access opportunities for the National Gallery's rich archival content.				
	Create ongoing relationships with tertiary institutions providing library and archive management degrees including Charles Sturt University and University of South Australia.				
	Promote the collections and expertise of the Research Library and Archives staff through professional associations including ARLIS/ANZ and ALIA.				
5 Transform digital engagement online, onsite and on-tour	Develop a new Digital Strategy including developing a new website and content management system.	Dwell time and number of pages visited by website users increased by 20%.			
	Continue to implement the Social Media strategy.	15% growth in the number of people connecting through owned social media platforms and email database.			
	Increase access to Aboriginal and Torres Strait Islander works of art and stories.	10% new digital resources highlighting Aboriginal and Torres Strait Islander artists produced per annum.			

Strategic Priority

Organisational Sustainability

2020–24 Summary

Implement the five-year financial sustainability strategy to develop a sound base and support business growth, with a focus on commercial revenue opportunities.

Develop new business systems that create efficiencies, with a focus during the year on the OSCAR project.

Embed a strong governance framework.

Develop and implement a Workforce Plan.

Develop a highly skilled workforce and safe workplace.

Priorities	Priority Actions	Targets			
		20-21	21-22	22-23	23-24
1 Implement a five-year Financial Sustainability Strategy	Continued implementation of 2019–24 Financial Sustainability Strategy will establish a sound financial base that supports business growth and achievement of the Gallery’s vision.	Manage the financial impact of COVID-19. Deliver a balanced budget	Growth in financial reserves in line with financial strategy.		
	2 Develop business systems that create efficiencies The Gallery will replace a large number of disparate systems with one comprehensive customer relationship management, ticketing and membership system. This will transform the way the Gallery does business and maximise efficiency and will significantly improve relationship management with the centralisation of this system. The new ICT Strategy 2019–22 focuses on increasing the Gallery’s capability and capacity to innovate in the digital world. 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.	OSCAR: Our Systems Consolidation And Rationalisation. Continued implementation of the ICT Strategy 2019–2022. Development and implementation of a content management system for the Gallery’s website with seamless integration with other Gallery systems.	Phase 1 delivered on time and on budget Review Develop	Phase 2 delivered on time and on budget Develop new strategy Implement	Review Review Review

Strategic Priority

Organisational Sustainability

Priorities	Priority Actions	Targets			
		20-21	21-22	22-23	23-24
<p>3 Embed a strong Governance Framework</p> <p>The Gallery continues to implement its Governance Framework to support the key principles of the Gallery's Planning and Performance Framework of integrated planning, transparency and accountability, five-year Financial Sustainability Strategy, evaluation and continuous improvement and risk management.</p>	<p>Enhanced culture of risk management across the organisation.</p> <p>Continue to strengthen the effectiveness of the Governance and Compliance Framework.</p> <p>Develop a three-year Strategic Internal Audit Plan.</p>	<p>Mandatory risk training for all staff in Learn Hub in 2020–21.</p> <p>Revised procurement framework, templates and training plan implemented in 2020–21.</p> <p>Capital procurement panels established in 2020–21.</p> <p>Three-year Strategic Internal Audit Plan implemented, and strategic risk review completed in 2020–21.</p>			
<p>4 Develop a highly skilled workforce and safe workplace</p> <p>The Gallery's workforce is highly skilled with deep sector knowledge.</p> <p>We are working to ensure that workforce planning is embedded into all aspects of the business planning to enable the Gallery to develop workforce capabilities and the capacity to deliver strategies, priorities and key outcomes. We are also focused on optimising the potential of our people.</p>	<p>Develop a five-year workforce plan aligned to the financial sustainability strategy.</p> <p>Develop higher level cultural competency training (eg. racial literacy courses) for staff engaging with Aboriginal and Torres Strait Islander communities and stakeholders.</p>	<p>Implement a workforce plan in 2020–21.</p> <p>Deliver whole of Gallery cultural awareness training in 2020–21.</p> <p>Deliver four Aboriginal and Torres Strait Islander cultural programs per year – staff to attend at least two per year.</p>			
<p>5 Invest in and develop commercial revenue opportunities</p> <p>A review of commercial activities has seen strategies developed to refocus commercial business growth and maximise self-generated income for long-term sustainability.</p>	<p>Implement the retail strategy to grow business opportunities onsite, online and on-tour.</p> <p>Enter into a new food and event management partnership.</p>	<p>10% in growth in retail revenue over four years.</p>			

Strategic Priority

Building and Infrastructure

2020–24 Summary

Present the Gallery to its best advantage and develop a refreshed approach to managing the Gallery’s building and facilities to ensure the architectural integrity of the building is maintained.

Commence planning for the Gallery precinct, including revitalisation of the Sculpture Garden and the Centre for Australian Art.

Manage the capital works program to deliver projects on time and on budget.

Aim to achieve a sustainable environmental footprint.

Priorities	Priority Actions	Targets			
		20-21	21-22	22-23	23-24
<p>1 Present the National Gallery to its best advantage</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. 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.</p> <p>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>The development of a long-term masterplan for the National Gallery inclusive of the Sculpture Garden will build on the long-term vision outlined in the founding principles for the advancement of Australian art.</p>	Deliver current critical capital works program 2020–21.	On budget and on time			
	Develop fully costed business case for next phase of critical capital works 2020–21.	Business case submitted			
	Review Strategic Asset Management Plan.		Review undertaken		
	Develop proposal for Centre for Australian Art.	Developed			
	Develop Vision for the Sculpture Garden.	Developed			
<p>2 Maintain security of building, art and visitors</p> <p>We will continue best operational management to ensure the efficient, safe and healthy operation of the Gallery.</p>	Undertake review of security measures within the building.	Review undertaken	Implement recommendations	Review	Review
	Implement recommendations from the Child Safety Framework.	Develop implementation plan	All recommendations implemented	Framework reviewed	
	Undertake a review of WHS strategy and policies.				

Strategic Priority

Building and Infrastructure

Priorities	Priority Actions	Targets			
		20-21	21-22	22-23	23-24
3 Achieve a sustainable environmental footprint The Gallery recognises the relationship between cultural, heritage and environmental management and will work to provide leadership on climate issues. The Gallery will look to drive action on climate change and adaption strategies including reducing waste generation through prevention, reduction, recycling and reuse. Focus efforts to achieve a sustainable environmental footprint and responsible waste management.	Develop Energy Management Strategy.	Implement	Review	Review	
	Review Gallery operations and facilities to create actions that facilitate a more sustainable building and artistic program.	Implement			
	Develop and implement an Environmental Sustainability Action Plan.	Develop and implement			

Strategic Priority

Government and Partnerships

2020–24 Summary

Continue to grow the philanthropic base and overall fundraising result.

Work with the American Friends of the National Gallery of Australia to grow their self-sustainability and fundraising capacity.

Develop mutually beneficial national partnerships.

Work collaboratively to support Government policies.

Work collaboratively with regional, state and Commonwealth cultural organisations.

Priorities	Priority Actions	Targets			
		20-21	21-22	22-23	23-24
1 Grow the philanthropic base The Gallery will grow its own source revenue streams through continuous growth of individual philanthropic giving through the Foundation, American Friends of the NGA and grant-making bodies. Reinvigorate the American Friends of the National Gallery of Australia. The fundraising strategy provides a blueprint for the sustainable, long-term growth of fundraising revenue. It outlines strategies to grow a network of supporters and fine-tune the case for support. Growing non-government income streams is essential to support operations and is critical for new initiatives widening the impact of the national collection.	Maintain and grow philanthropic donations.	Maintain	2% growth	5% growth	8% growth
	Fundraising Strategy 2021–2025 established.	Complete	Review	Review	Review
	Maintain and grow number of notified bequests.	Maintain	2% growth	2% growth	3% growth
	Increase Gallery membership.	Maintain	2% growth	5% growth	8% growth
	Increased engagement with the American Friends.				
	Support for existing, and increase number of, privately funded positions.	Maintain	Increase by 2	Increase by 2	Increase by 2
2 Develop mutually beneficial national partnerships Partnerships with other entities, government departments, and philanthropic, education and corporate collaborators are essential for sustained growth. The Gallery will broaden and diversify its partnership portfolio, attracting support from a variety of sectors and collaborators extending our reach to new audiences.	Partnership Strategy 2020-2025 developed.	Complete	Review	Review	Review
	Increase corporate cash support.	Maintain	2% growth	5% growth	8% growth
	Secure significant in-kind support from a range of partners including media, accommodation, travel and tourism partners.	Maintain	2% growth	5% growth	5% growth
3 Work collaboratively to support Government policies The National Gallery through its artistic programs and national collection, can actively engage with Government initiatives in education, tourism, foreign affairs, reconciliation and gender equity. 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.	Collaboration with aligned government initiatives and agencies.	Maintain cross agency and departmental partnerships aligned to key federal initiatives.			

Strategic Priority

Influence and Advocacy

2020–24 Summary

Advance Aboriginal and Torres Strait Islander people and culture nationally and embed across the National Gallery’s operational and artistic programs.

Establish principles for ethical behaviour in all activities, partnerships and collaborations.

Position the National Gallery as the authoritative voice on art and artists.

Elevate gender equity and disability inclusion principles.

Priorities	Priority Actions	Targets			
		20-21	21-22	22-23	23-24
1 Advance Aboriginal and Torres Strait Islander engagement and leadership within the arts	Develop a Reconciliation Action Plan.	Draft the Reconciliation Action Plan in 2020–21.			
	Align Indigenous engagement strategies with the First Peoples Indigenous Roadmap.	Implement, embed, and review in future years. Redraft triennially.			
	Indigenous engagement policy incorporates the five key pathways for Indigenous engagement and embeds the principles of the Roadmap across the organisation.	Review the Indigenous Engagement Policy in 2020–21.			
	Evolve the Wesfarmers Indigenous Leadership and Fellowship Program.	Expand the Wesfarmers Indigenous Leadership Program to incorporate outreach initiatives over four years.			
	Alumni Engagement Plan is developed that supports further development for our network of 102 Indigenous Leadership Program Alumni.	Develop Alumni Engagement Plan in 2020–21.			
	Establish a full time Indigenous Leadership Coordinator role to identify, develop and drive Indigenous leadership programs and opportunities.				
	Establish an external Aboriginal and Torres Strait Islander Advisory Committee.				
	Support the development of Indigenous leaders in the visual arts.				
	Establish an active community engagement program.				
	Ensure local communities, major art producing communities and peak art bodies (ANKAA, Desart, etc.) are engaged in future directions.				
Three-year Assistant Director position established to co-ordinate Aboriginal and Torres Strait Islander strategic engagement.					
Implement the Commonwealth Aboriginal and Torres Strait Islander Workforce Strategy.	A minimum of 3% of National Gallery employees identify as having Aboriginal and Torres Strait Islander heritage.				
Take the lead in developing and coordinating a dynamic forum for Indigenous professionals in state and national institutions.					
Establish an Indigenous Industry Network Group.					
Procurement guidelines and training updated to reference Supply Nation Suppliers.	3% of domestic contracts are with indigenous suppliers identified.				

Strategic Priority

Influence and Advocacy

Priorities	Priority Actions	Targets			
		20-21	21-22	22-23	23-24
2 Ethical leadership	Establish principles for ethical behaviour in all activities, partnerships and collaborations.	Develop ethical decision-making framework in 2020–21.			
3 Actively contribute to a national cultural dialogue Promote our artistic program and our expertise as authorities on art and artists.	Increase national engagement and contribute to scholarship and discussion on the place and role of art and artists.	Increase in engagement.			
4 Elevate gender equity and disability inclusion principles	Establish a Disability Inclusion Action Plan.	Implement the Disability Action Plan in 2020–21.			
	Establish a Gender Equity Action Plan.	Implement the Gender Equity Action Plan in 2020–21.			
5 Support international relationships Contribute to the Government’s ‘soft power’ agenda building international engagement and cultural diplomacy.	Engage with diplomatic and international representatives to promote a deeper understanding of Australian culture internationally. Advance the profile of Aboriginal and Torres Strait Islander art on an international stage.	Develop a major international partnership project.			

Governance

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 complies with 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.

Environment — operating context

Visual culture is vitally important in a social context where history and social inequalities are increasingly called into question through mass movements such as #BlackLivesMatter and shifts in curatorial thinking internationally that embrace art and arts practice from all over the world. The Gallery has a key role to play in evaluating and promoting the unique value and nature of Australian visual arts, by telling and re-telling our histories to be inclusive of First Nations and other diverse voices, and by celebrating contemporary Australian visual artists. The Gallery is in a position to champion an inclusive Australian culture through its artistic programs on-site, as well as to the rest of the nation, including regional Australia, through its touring programs and online activities.

In a rapidly changing world, as evidenced by the COVID-19 global pandemic, the Gallery must function with a sound and effective administrative and corporate base. This will ensure the organisation is agile and responsive to opportunities and changes in environment. Financial discipline and long-term planning are critical to ensure the Gallery delivers on its mandate to service a national cultural agenda, develop the collection, present an exceptional artistic program, grow audiences, champion education and learning and maintain and enhance a unique building.

The Gallery operates in a financial environment of considerable constraint. We must build capacity to allow for innovation and the evolution of the organisation. 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.

In 2020–21, the Gallery will identify funding sources for a further 20 critical building remediation projects. While significant work was undertaken in 2019–20 with \$21.5 million in government funding, the remaining works are unbudgeted and will require funding to address any critical risks associated with building stability and infrastructure remediation in forward years.

The growth of the Gallery's collection has increased the importance of renewal of services within the building. The Collection Storage Strategy outlines the case for a new collection store which will be needed by 2024. Important conservation considerations such as cold storage for the photographic collection will be progressed, together with financial planning and design development for a new facility.

Capability

In 2020–21, the Gallery will deliver a Workforce Plan that addresses three key focus areas. An ‘Immediate Action’ element that addresses current and immediate workforce issues, with actionable strategies to manage those issues.

An ‘Operational’ element which would cover the next 12 to 18 months and align with the Gallery’s corporate planning cycle, and a ‘Strategic’ component that complements the strategic vision and priorities of the Gallery. Enhancing organisational capability allows the Gallery to fulfil its purpose and mission to deliver national leadership in enriching the lives of Australian’s through the national art collection.

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.
- Deliver the workforce plan.
- Digitally enable work practices.
- Build upon financial and budget management skills.
- 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 breadth 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. Initiatives that grow ICT capability will focus on business transformation through efficiency improvements, and much-needed audience participation and engagement platforms.

Risk Management

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 ISO 31000:2018 Risk Management Guidelines* and the requirements of Section 16 the *PGPA Act*.

The Gallery effectively manages risk using the three lines of defence. Mid-managers have day to day ownership and management over operational risks and controls. The Gallery undertakes internal compliance monitoring and oversight functions to ensure that risks and controls are properly managed. The Gallery’s strategic internal audit program provides independent assurance to senior management and the Council to evaluate and improve the effectiveness of risk management, control and governance processes. The Audit and Risk Committee reviews, monitors and provides assurance to the Council on systems of risk oversight and management and systems of internal control.

The Gallery has identified and manages the following strategic risks:

Financial Sustainability

The National 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.

Property and Facilities Management

The National Gallery fails to adequately maintain the Gallery’s buildings and infrastructure.

External Stakeholder Management

The National Gallery fails to form productive relationships and collaborate with key stakeholders.

Gallery workforce and culture

The National Gallery is unable to attract or maintain a high performing, skilled and diverse workforce.

Information Technology and Information Management

The National Gallery fails to provide robust and secure technological, communication and digital services.

Audience Engagement and Experience

The National Gallery is unable to attract, engage and grow audiences.

Collection Acquisition, Management and Preservation

The National Gallery fails to grow, manage or preserve the national collection.

Safety and Wellbeing

The safety and wellbeing of National Gallery visitors, volunteers, contractors and employees is compromised

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