

National Gallery of Australia Corporate Plan 2021–22



The National Gallery of Australia respectfully acknowledges that we exist on the traditional Country of the Ngunnawal people of Kamberri/Canberra and the Country of the Ngambri people of the surrounding Australian Capital Territory region. We recognise their continuing connections to Country and culture, and we pay our respect to their elders, leaders and artists past, present and future. We also respectfully acknowledge all traditional custodians throughout Australia whose art we care for and to whose lands National Gallery exhibitions and staff travel.

Welcome

In 2022, the National Gallery will celebrate the 40th anniversary of its public opening, and 55 years since its establishment in 1967. While still young compared to other national galleries and museums around the world, we see this as an opportune time to grow, to innovate and to revolutionise how we meet the expectations of our growing audiences across Australia and the world.

Australians can be proud of the achievements the National Gallery has made since our founding in 1967, which include:

- building Australia’s most important and internationally significant national art collection of more than 155,000 works of art, including the world’s most comprehensive and eminent collection of Aboriginal and Torres Strait Islander art;
- bringing the world’s greatest art to Australia through ambitious and engaging exhibitions; and
- the continuous accumulation and sharing of knowledge about art, artists and the positive impact art can make in our communities.

As we head into our 41st year of public operations, we are clear in who we are, what our audiences expect from us, and what our defining priorities are for the next four years.

We reinforce our commitment to maintaining the trust of the Australian people through our role not only as bold and brave collector, and contemporary custodian of, world class art, but also as a responsible and representative global citizen.

We will inspire and engage communities across all of Australia through art and endeavour to cultivate and enhance the interest of all Australians in the diversity of our national collection.

We will further evolve the visitor experience and increase our reach and engagement with audiences on site, on tour and online, through engaging content and programs, expanded regional engagement initiatives to broaden the access and impact of the collection, along with the launch of an exciting new digital presence and visual identity for the National Gallery.

We will advocate for under-represented cohorts, including through the establishment of gender equity, reconciliation, and disability inclusion action plans. The development and implementation of a sustainability action plan will reduce our environmental impact and show respect for the land on which we work.

We will further embed ethical and ambitious acquisition, collection care, management and provenance measures into our operations, including through contemporary ethics and provenance frameworks. The national collection will continue to be reviewed and refined through a program of deaccessioning to improve the focus and relevance of the collection.

We will progressively return National Gallery spaces to their original architectural intent and improve amenity through critical building works to create facilities befitting of the exemplary art in our collection.

Renewing our iconic sculpture garden will enhance positive cultural, environmental and social outcomes, improve connectivity between the Gallery and garden, creating new opportunities for the dynamic display of public sculpture that complement prestigious art commissions for the public to explore and appreciate.

We will prioritise investments and initiatives which will ensure the National Gallery is best positioned to meet and exceed the expectations of our stakeholders and audiences for the next 40 years.

On behalf of the National Gallery of Australia Council, we are proud to present the National Gallery of Australia 2021–22 Corporate Plan, prepared in accordance with the Public Governance, Performance and Accountability Act 2013 [35(1)(b)], covering the period 2021–22 through to 2024–25.

Ryan Stokes AO

Chair, National Gallery Council

Nick Mitzevich

Director, National Gallery



Nyapanyapa Yunupingu (Gumatj people), *Djulpan (Seven Sisters)* (detail), 2020,
National Gallery of Australia, Canberra, purchased 2021, © Nyapanyapa Yunupingu.
Courtesy of Buku-Larrnggay Mulka, 2021

Who we are

PURPOSE

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

VISION

- A nation inspired by creativity, inclusivity, engagement and learning through art and artists.
- The National Gallery will achieve this vision through increasing the understanding, knowledge and enjoyment of the visual arts by providing access to, and information about, works of art locally, nationally and internationally.

MISSION

- We will lead a progressive national cultural agenda by championing art and its value in our lives.



Installation view: *Emotional Body*, 2021, National Gallery of Australia, Canberra, featuring Huma Bhabha, *Waiting for another game*, 2018, purchased 2021, © the artist; Patricia Piccinini, *Heartwood*, 2018, © Patricia Piccinini. Courtesy Tolarno Galleries and Roslyn Oxley9 Gallery; and Georg Baselitz, *Meissener Waldarbeiter*, 1969, purchased 1983, © Georg Baselitz

OUR VALUES

How we work is just as important as what we work on. Our values ensure we are connected and working in a way that is befitting of a leading national cultural institution.

EXCELLENCE

We are professional, rigorous and committed, working collaboratively to achieve outcomes befitting of the world-class art we collect and care for.

CREATIVITY

We are dynamic, innovative and seek to inspire, continually encouraging and pursuing new ways of working across our operations.

COURAGE

We do what is right, even when challenging. Through bold, brave behaviours and ambitions, we challenge ourselves to be an impactful, defining and enriching reference point for the visual arts and responsible governance in Australia, and across the world.

RESPECT

We respect and defend intellectual and artistic freedom. We embrace differences of opinion, and treat everyone with consideration and courtesy, promoting wellbeing along with a safe, caring, accessible and inclusive environment on site, online and on tour.

ACCOUNTABILITY

We take responsibility for the consequences of our decisions, act with fairness and integrity in all that we do, to meet the standards of ethics, openness, transparency and professionalism expected by our stakeholders and audiences.

Where we are now

OUR OPERATING ENVIRONMENT

The National Gallery aims to be the key destination and point of reference for the visual arts in Australia. The Australian identity has evolved since our establishment in 1967; growing and refining our collection of 20th and 21st century art will contribute to ensuring the National Gallery embodies and reflects modern Australia.

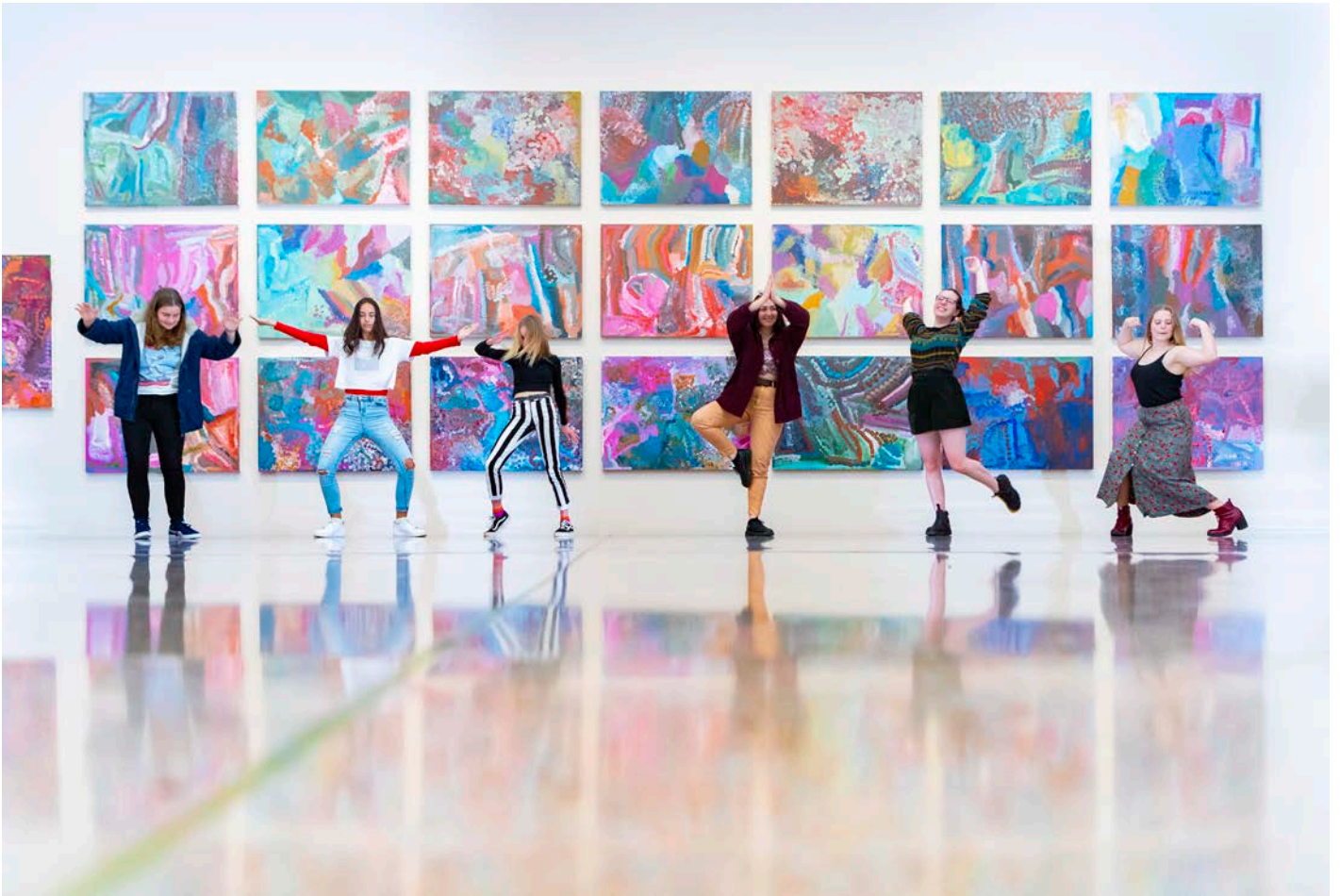
We are proud to operate within a resilient cultural and creative economy. Long before the recent occurrence of natural disasters and pandemics, the creative sector demonstrated its ability and commitment to continue to contribute and thrive in the face of such challenges.

The National Gallery is committed to using its influence as Australia's leading visual arts institution responsibly, to promote the value of art and the creative sector for the benefit of artists and communities across all of Australia.

Australians expect us to provide them with choices regarding how, when and where they engage and connect with us. We will continue to invest in both physical and digital infrastructure to support on site, online and on tour access to the national collection, exhibitions and programs.

Australians and international stakeholders expect us to lead a socially progressive cultural agenda, an important responsibility and role we take very seriously. We will continue to do this through increasing the presence of underrepresented art and artists in the national collection and expanding access through sector-leading action plans including in gender equity, reconciliation, disability inclusion and sustainability realms.

The National Gallery continues to implement financial sustainability initiatives to ensure we operate within our allocated funding envelope, and responsibly manage the growth in capital funding to address priority construction and capital works required to ensure our physical premises are safe and befitting of the calibre of the National Gallery's collection and reputation. This investment will assist us to maintain our facilities to protect both people and property from more frequent and emerging threats, including from climate and other environmental changes, and provide the amenities our visitors and audiences expect of us.



OUR CAPABILITIES

People

Our team is diverse, dedicated, talented and committed to playing their part, in their capacity as the custodians of the national collection. Recent restructuring, as part of the Financial Sustainability Strategy is now largely complete, resulting in the National Gallery currently employing approximately 260 team members. Supporting our employees is a network of passionate and dedicated volunteers, who help our visitors make the most of their experience at the National Gallery and support us in our work bringing the vision for the National Gallery to life.

Financial

The National Gallery has received significant one-off financial support from the Commonwealth Government for critical capital works that will result in major infrastructure activity and repairs to National Gallery premises in Parkes. However, the Gallery continues to operate within a considerably constrained financial environment from an operational perspective, with \$3 million of supplementary funding terminating by June 2023.

The support of generous donors has enabled the National Gallery to fund operational positions, hold exhibitions, acquire works of art and deliver important public and educational programs that would otherwise not be possible within the current funding envelope. Commercial and other own source revenue will continue to be pursued to supplement operational funding.

Infrastructure

Investments in integrated digital and physical infrastructure will continue to be a priority for the National Gallery over the next four years. An ambitious program of works in digitising and sharing the national collection will be accompanied by the launch of a new visual identify and website.

Digital initiatives will be accompanied by a program of works to redefine the National Gallery's physical presence, through returning the building to its original architectural intent, revitalising the sculpture garden and investing in technologies that will make us a more sustainable and climate-friendly operation.

Installation view: Emily Kame Kngwarreye (Anmatyerre people), *The Alhalkere suite*, 1993, National Gallery of Australia, Canberra, purchased 1993, © Emily Kame Kngwarreye/Copyright Agency, 2021

OUR COLLABORATORS

The National Gallery is proud of its extensive collaboration and knowledge-sharing activity, not only with our close partners, including the Office for the Arts and other national, state and local cultural institutions, but also domestic and global bodies that work together to raise the profile and impact of visual arts across our communities.

Work with the Office for the Arts and national collecting institutions on a long-term storage facility is expected to continue to solve operational needs.

Opportunities to pursue enhanced access to the visual arts for our audiences will continue to be identified through work with presenting partners, education, industry and governance experts, along with those who have lived experience across our diverse audiences. Initiatives to expand the reach of the national collection into regional Australia will also be a priority.

The National Gallery is indebted to the support of its members and the generous donations of individuals and organisations who share in our vision. In collaboration with the National Gallery Foundation, strategies for growth in private giving and corporate partnerships will progress us towards our achieving our purpose and vision.

Skywhale family tethered, Patricia Piccinini, *Skywhalepapa*, 2020, National Gallery of Australia, Canberra, commissioned with the assistance of The Balnaves Foundation 2019, purchased 2020, © Patricia Piccinini and Patricia Piccinini, *Skywhale* 2013, National Gallery of Australia, Canberra, Gift of anonymous donor 2019, Australian Government's Cultural Gifts Program, © Patricia Piccinini. Courtesy of Tolarno Galleries and Roslyn Oxley9 Gallery



OUR GOVERNANCE AND RISK MANAGEMENT

The National Gallery is a Corporate Commonwealth Entity, established by the *National Gallery Act 1975*, and subject to the governance and accountability framework proscribed in the *Public Governance, Performance and Accountability Act 2013*.

The National Gallery is governed by its accountable authority, the Council of the National Gallery of Australia. The Council is supported in its work by an Audit and Risk Committee, Collections Committee, Capital Works Committee and Governance Committee. Management of the National Gallery is led by the Director and supported by a Senior Management Group and Department Heads.

The National Gallery is investing in building its governance and risk management capability, in its pursuit of being a governance exemplar for cultural institutions both nationally and internationally.

Enhanced training and policies, user-centred guidance, tools and templates, as well as modernisation of reporting and systems will continue to be developed and implemented to promote and grow better practice governance outcomes across the National Gallery. Strategic Risks, used to inform our 2021–22 strategic objectives, priorities, and initiatives, are summarised on the next page.

Our Risk Management Advisory Committee, together with our Audit and Risk Committee, will continue to identify, monitor and manage emerging strategic risks at the National Gallery.

Investments in governance and risk management capability position the National Gallery well to achieve optimal performance in compliance with our key legislation, specifically:

- *National Gallery Act 1975*
- *Public Governance, Performance and Accountability Act 2013*
- *Freedom of Information Act 1982*
- *Privacy Act 1988*
- *Work Health and Safety Act 2011*
- *Copyright Act 1968*
- *Public Interest Disclosure Act 2013*
- *Environmental Protection and Biodiversity Act 1999*
- *Protection of Movable Cultural Heritage Act 1986*
- *Protection of Cultural Objects on Loan Act 2013*.

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 (ANAO). It also observes and applies the requirements of the Resource Management Guides issued by the Commonwealth Department of Finance.

With the National Gallery's commitment to pursuing a progressive cultural agenda and becoming a governance exemplar, we consider compliance with the law, and the standards above, as an absolute minimum expectation; ethics and integrity will continue to inform and guide decision-making across all aspects of National Gallery operations.

STRATEGIC RISK

TREATMENT ACTIONS

1. Failing, ageing and/or obsolete essential infrastructure

Failing, ageing and/or obsolete essential infrastructure, caused by insufficient investment in maintenance and repair, threatens the ability of the National Gallery to support online, on tour and on site program delivery.

- Deliver the current Capital Works Program and update and implement the Strategic Asset Management Plan
- Undertake review of Facilities and Capital Works resourcing and capability model
- Implementation of business improvement initiatives

2. Insufficient financial resources

The National Gallery fails to secure sufficient financial resources to meet its objectives and commitments, caused by low levels of alignment, influence and relationships with public and private sector funding bodies and priorities.

- Update and implement 5-year Financial Sustainability Strategy
- Implement 2020–25 fundraising program through the National Gallery of Australia Foundation
- Continued engagement with Portfolio Department and Minister
- Enhance commercial activity to grow own-source revenues.

3. Inability to sufficiently differentiate

The National Gallery's program fails to sufficiently differentiate itself or otherwise connect with audiences and artists, leading to reduced audience numbers, damaging the National Gallery's reputation and hampering long-term credibility.

- Implement new visual identity and launch new website
- Develop and implement action plans
- Implement Artistic Program

4. Damage to the national collection or physical spaces

Damage to the national collection and the National Gallery's physical spaces, caused by inadequate identification and management of internal and external threats, hampers the ability to meet the National Gallery's strategic priorities and damages the National Gallery's reputation as a leading custodian of art.

- Continued participation in national collecting institutions storage solution study
- Develop Preservation and Conservation Plan / Strategy
- Deliver the Capital Works Program
- Review and deliver the Strategic Asset Management Plan

5. Visitation barriers

Visitors are unable to visit some or all of the National Gallery, caused by unpreventable environmental changes and events, reducing the ability to showcase our program and meet committed targets.

- Roll out of wayfinding and signage system
- Continued roll out of Tessitura (customer relationship and ticketing system)
- Revised entry and exit arrangements to physical premises
- Investment in content management system
- Maintaining relationships with collaboration partners

6. Failure to meet progressive cultural commitments

National Gallery fails to meet its commitment to lead a progressive national cultural agenda, including on matters concerning accessibility, ethics, gender, cultural safety and sustainability, negatively impacting the reputation of the National Gallery and its long-term ability to influence change and create an impact.

- Develop and implement action plans
- Implement Artistic Program
- Implement new visual identity and launch new website
- Define and implement National Learning Framework

7. Ineffective governance practices

Ineffective governance practices compromise the National Gallery's ability to deliver on its Strategic Priorities or otherwise breach compliance obligations, including as a result of poor quality procedures, tools, templates, training and capability development.

- Procurement and PGPA Act Training, along with launch of new intranet site, tools and templates
- Senior management AICD governance training
- Independent review of risk management framework and updating of framework, tools and templates
- Governance committee establishment and management principles

8. Inability to secure required capabilities

The National Gallery is unable to attract or maintain the required capabilities and workforce necessary to deliver its strategic priorities.

- Workforce planning
- Wellbeing program
- Implementation of business improvement initiative

9. Compromised safety or security

The safety or security of people or property at the National Gallery is threatened due to inadequate protection measures, resulting in injury or loss.

- Security awareness program development
- Renewed security services arrangements
- Proactive work health safety knowledge and capability uplift

Where we are headed

Presented overleaf are our strategic priorities and measures, connected to our three strategic objectives:

- 1. Reach and connect with the widest possible audience on site, online and on tour through an accessible, inclusive and diverse artistic program;**
- 2. Advance a culturally and socially progressive national agenda through curating and sharing an exemplary collection of art that represents a broad cross section of artists;**
- 3. Harness the collective achievements of our team and partners to maximise what we can deliver with the resources we possess.**

These have emerged from understanding and anticipating the expectations and needs of our audiences and stakeholders, and prioritising what we need to do to best position the National Gallery to meet these expectations and needs over the next four years.

STRATEGIC OBJECTIVE 1

Reach and connect with the widest possible audience on site, online and on tour through an accessible, inclusive and diverse artistic program.



Installation view: *Know My Name*, 2021, National Gallery of Australia, Canberra, featuring Barbara Campbell, *Dubious letter* (embroidered) from the performance *"Cries from the Tower"*, 1992, National Gallery of Australia, Canberra, purchased 1995, with Agatha Gothe-Snape and Clare Grant, © the artist

STRATEGIC OBJECTIVE 1

Reach and connect with the widest possible audience on site, online and on tour through an accessible, inclusive and diverse artistic program.

Priority Initiative	Performance Criteria	Targets			
		(2021–22)	(2022–23)	(2023–24)	(2024–25)
STRATEGIC PRIORITY 1: ARTISTIC PROGRAM					
1.1 Establish an outstanding and influential artistic program on site and on tour that strengthens and encourages new ways of understanding and connecting with art and artists.	Develop a 3-5 year forward artistic program, inclusive of touring	By 30.06.2022			
	Interpretation Plan developed for each major exhibition and tour				→
	Audience expectations rating 'exceeded' or 'met'	>90%			→
	Onsite audiences rating their visit at 'highly' or 'quite satisfactory'	>95%			→
	Works on loan	700			→
1.2 Develop and maintain deep relationships with artists.	Major commissions	2			→
	Meetings of the Artists Advisory Group held	>2			→
	Artists working as part of National Gallery exhibitions and/or programs	>20			→
	Artist-led programs and projects launched	2			→

Relevant Strategic Risks

SR3: Inability to sufficiently differentiate

SR5: Visitation barriers

SR7: Ineffective governance practices

STRATEGIC OBJECTIVE 1

Reach and connect with the widest possible audience on site, online and on tour through an accessible, inclusive and diverse artistic program.

Priority Initiative	Performance Criteria	Targets				
		(2021–22)	(2022–23)	(2023–24)	(2024–25)	
STRATEGIC PRIORITY 2: AUDIENCES AND ENGAGEMENT						
2.1 Widen participation and engage diverse national and international audiences through inclusive and accessible touring programs, loans, partnerships and learning experiences that align with and embed the Vision for the National Gallery.	Major curatorial, conservation or learning research projects that connect with Australian and international partners	2				→
	Local area population attend National Gallery touring exhibition when presented in a rural, regional or remote location	>20%				→
	Year on year growth in geographic reach of learning programs					→
	Year on year growth in learning program participation					→
	Onsite visitors are first-time visitors	>15%				→
	Develop a baseline of attendance by under-represented audience demographics	30.06.2022				
	National Digital Learning Program developed and launched	31.01.2022				
	Year on year growth in total audience numbers through onsite, on tour and online visitation					→
2.2 Transform and expand audience engagement through innovative digital experiences, creative content and a revitalised visual identity for the National Gallery.	New National Gallery website launched	31.12.2021				
	Commence the release of refreshed National Gallery visual identity	30.11.2021	→			
	Year on year growth in average session length and pages per visit for web traffic to the collection, learning, research and creative content areas of the site					→
	Year on year growth in total number of visitors participating in digital events and accessing audio tours					→
	Year on year growth across all social media followers					→
	Year on year growth in audience members opting in to receive communications from National Gallery					→

Relevant Strategic Risks

SR3: Inability to sufficiently differentiate
SR5: Visitation barriers

STRATEGIC OBJECTIVE 2

Advance a culturally and socially progressive national agenda through curating and sharing an exemplary collection of art that represents a broad cross section of artists.



Installation view: *Belonging*, 2021, National Gallery of Australia, Canberra, featuring Christopher Pease (Minang/Wardandi/Ballardong/Nyoongar peoples), *Target 3*, 2017, National Gallery of Australia, Canberra, purchased 2019, © Christopher Pease. Courtesy the artist and Michael Reid Sydney + Berlin, and Gallerysmith, Melbourne

STRATEGIC OBJECTIVE 2

Advance a culturally and socially progressive national agenda through curating and sharing an exemplary collection of art that represents a broad cross section of artists.

Priority Initiative	Performance Criteria	Targets			
		(2021–22)	(2022–23)	(2023–24)	(2024–25)
STRATEGIC PRIORITY 3: NATIONAL COLLECTION					
3.1 Represent a diverse and inclusive cross section of artists in pursuit of a distinguished and exemplary art collection that brings to life the Vision for the national collection.	Acquire major works of art by contemporary artists	10	→		
	Acquire major works of art by First Nations artists	10	→		
	Gender equity across all acquisitions		→		
3.2 Be a model custodian of art and responsible global citizen through the application of ethical, defensible acquisition, collection care, management, and provenance measures.	Year on year reduction in total number of outstanding provenance issues		→		
	Ethics framework	07.2021			
	Ethics Advisory Group	07.2021			
	Conservation treatments conducted per annum	>1800	→		
	Digitise the acquisition process	30.06.2022			
	All new acquisitions are documented and digitised in accordance with accepted international and national cataloguing standards.		→		
	Research and develop a storage strategy for the national collection	30.06.2022			

Relevant Strategic Risks

- SR3: Inability to sufficiently differentiate
- SR4: Damage to the national collection or physical spaces
- SR6: Failure to meet progressive cultural commitments
- SR7: Ineffective governance practices

STRATEGIC OBJECTIVE 2

Advance a culturally and socially progressive national agenda through curating and sharing an exemplary collection of art that represents a broad cross section of artists.

Priority Initiative	Performance Criteria	Targets			
		(2021–22)	(2022–23)	(2023–24)	(2024–25)
STRATEGIC PRIORITY 4: INFLUENCE AND ADVOCACY					
4.1 Advance First Nations engagement and leadership to encourage and grow cultural recognition and respect.	Establish and implement Reconciliation Action Plan	31.12.2021			
	Establish and implement Indigenous Advisory Group	31.12.2021			
	Instances of missed major milestones in Reconciliation Action Plan	Nil			→
	Year on year growth in total number of employees who identify as First Nations				→
	Year on year growth in total number of staff trained in cultural awareness and safety				→
4.2 Elevate the voice and recognition of diverse communities, including through gender equity and disability inclusion principles.	Establish and implement Gender Equity Action Plan	31.12.2021			
	Establish and implement Disability Inclusion Action Plan	31.12.2021			
	Establish and implement Artists Advisory Group	31.12.2021			
	Instances of missed major milestones in Gender Equity Action Plan and Disability Inclusion Action Plan	Nil			→
4.3 Advocate for the value and contribution of art in society, including through profiling works by Australian artists internationally.	Australian artists exhibited internationally because of National Gallery support between 2021–22 and 2025–26 (excluding National Gallery collection artwork loans)	At least 1			→
	Publications created between 2021–22 and 2025–26 featuring Australian artists, with international distribution of these	At least 4			→
	Audience engagement impact studies completed between 2021–22 and 2025–26	At least 3			
	National Art and Dementia Online Resource launched		30.07.2022		→

Relevant Strategic Risks

SR3: Inability to sufficiently differentiate

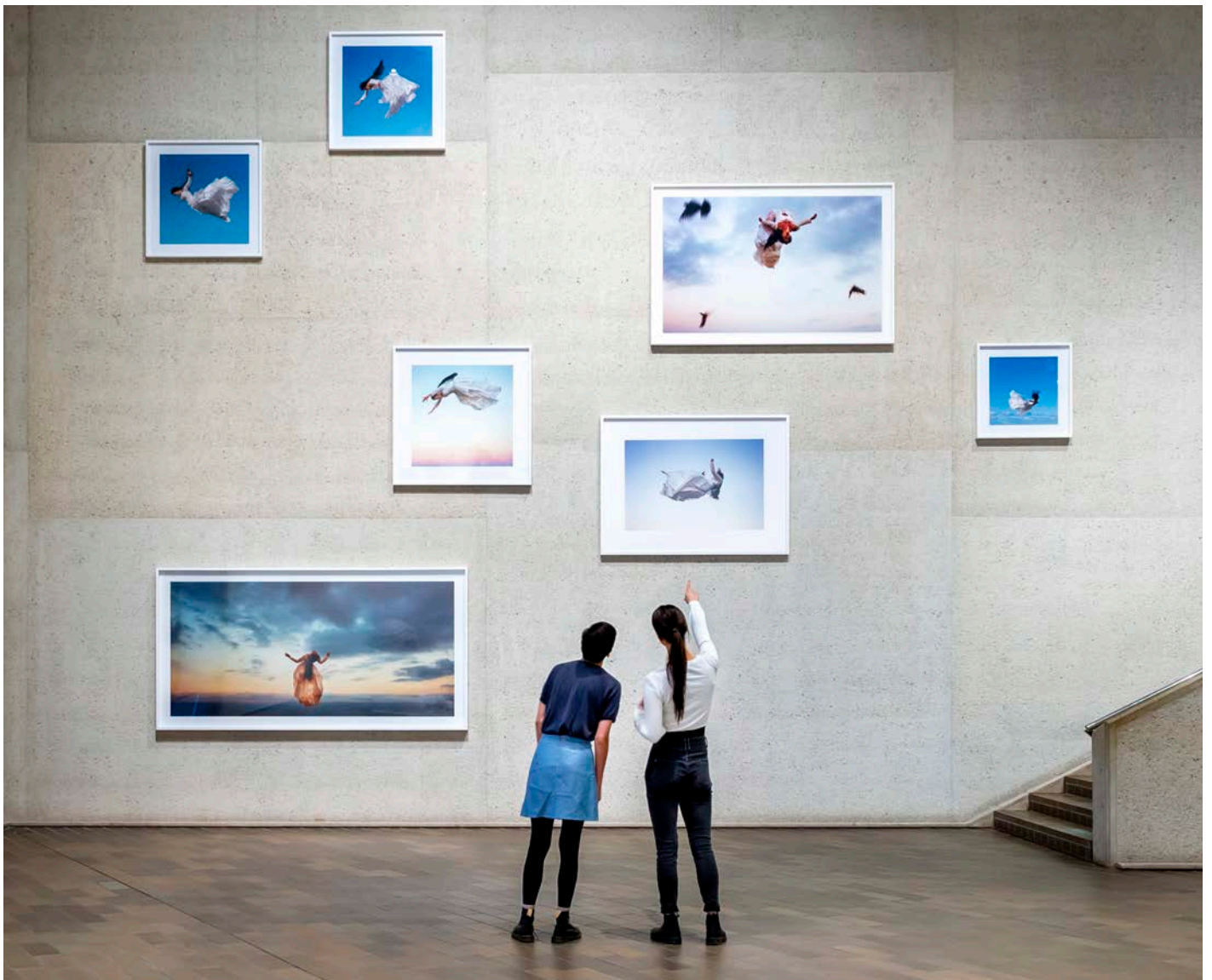
SR6: Failure to meet progressive cultural commitments

SR7: Ineffective governance practices

STRATEGIC OBJECTIVE 3

Harness the collective achievements of our team and partners to maximise what we can deliver with the resources we possess.

Installation view: *Remembering*, 2021, National Gallery of Australia, Canberra, featuring Rosemary Laing, *flight research #2a, #2b, #3, #4, #8*, 1999-2000, © Rosemary Laing. Courtesy of Tolarno Galleries, Melbourne; Stephen Grant and Bridget Pirrie; and Anthony Medich



STRATEGIC OBJECTIVE 3

Harness the collective achievements of our team and partners to maximise what we can deliver with the resources we possess.

Priority Initiative	Performance Criteria	Targets			
		(2021–22)	(2022–23)	(2023–24)	(2024–25)
STRATEGIC PRIORITY 5: BUILDING AND INFRASTRUCTURE					
5.1 Pursue an extensive Capital Works Program to ensure our galleries and other physical spaces are fit for purpose and protect our people and assets.	Instances of missed Capital Works Program major milestones	Nil	—————→		
	Council satisfaction with progress made on Capital Works Program		—————→		
5.2 Future proof our essential infrastructure and exhibition spaces through strategic asset management and master planning.	Strategic Asset Management Plan review completed	30.06.2022			
	Instances of unplanned closure of gallery spaces due to maintenance needs	Nil	—————→		
	Landscape renewal program of works approved	30.09.2021			
5.3 Understand and improve the National Gallery's environmental impact and performance, to meet our social and economic responsibilities.	Environmental performance baseline developed	30.06.2022			
	Sustainability action plan developed	30.09.2021			
	Instances of missed major Strategic Asset Management Plan milestones	Nil	—————→		
	Year on year reduction in total environmental impact		—————→		

Relevant Strategic Risks

SR1: Failing, ageing and/or obsolete essential infrastructure

SR4: Damage to the national collection or physical spaces

SR6: Failure to meet progressive cultural commitments

SR9: Compromised safety or security

STRATEGIC OBJECTIVE 3

Harness the collective achievements of our team and partners to maximise what we can deliver with the resources we possess.

Priority Initiative	Performance Criteria	Targets			
		(2021–22)	(2022–23)	(2023–24)	(2024–25)
STRATEGIC PRIORITY 6: ORGANISATIONAL SUSTAINABILITY					
6.1 Optimise workforce capability and culture.	Year on year growth in \$ spent per FTE on learning and development activities	—————→			
	Staff absenteeism rate aligned with APS benchmarks	—————→			
6.2 Improve organisational efficiency through adopting and investing in contemporary, fit for purpose business systems.	Staff trained in MS Teams and SharePoint	>80%	—————→		
	Implementation of Information Management and Governance Framework		31.12.2022		
	Implementation of Procure to Pay		1.07. 2022		
6.3 Sustain and enhance the financial position of the National Gallery, including through growing independent revenue streams.	Updated 5-year financial strategy endorsed by Council		31.12.2022		
	Grow commercial revenue over forward 4-year period				10% on 2021–2022 revenues

Relevant Strategic Risks

SR1: Failing, ageing and/or obsolete essential infrastructure

SR2: Insufficient financial resources

SR8: Inability to secure required capabilities

STRATEGIC OBJECTIVE 3

Harness the collective achievements of our team and partners to maximise what we can deliver with the resources we possess.

Priority Initiative	Performance Criteria	Targets			
		(2021–22)	(2022–23)	(2023–24)	(2024–25)
STRATEGIC PRIORITY 7: GOVERNMENT AND PARTNERS					
7.1 Pursue and expand private and commercial sector relationships to grow both financial and non-financial support.	Growth in private sector donations	2%			
	Growth in bequests	2%			
	Growth in Corporate Partnerships (inclusive of both cash and in-kind donations)	2%			→
	Growth in total number of National Gallery members	2%			→
	Year on year growth in membership renewal rates				→
7.2 Expand and grow relationships with regional, state and commonwealth entities, including other cultural institutions to leverage lessons learned and contribute to the continuous improvement of National Gallery operations.	Development of relationship management and nurturing strategy by 30 June 2022	30.06.2022			
	Cross-institution or cross-government collaborations or knowledge sharing events	>2			→

Relevant Strategic Risk

SR2: Insufficient financial resources

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Cover image: Khadim Ali, *Sermon on the Mount* (detail), 2020,
National Gallery of Australia, Canberra, purchased 2021, © the artist