

2016 National Gallery of Australia
Corporate Plan



Contents

1.	Introduction	5
2.	Our purpose	6
	Enabling legislation	6
	Portfolio Budget Statements	6
	Purpose statement for the period 2016–17 to 2019–20	6
3.	Plan on a page	7
4.	Our values	8
5.	Performance	9
	Activity 1: Develop and maintain an outstanding national collection	9
	Activity 2: Educate and inspire audiences through exceptional experiences	11
	Activity 2 environmental factors	15
	Enabling Activity 1: Provide sound corporate and strategic support	18
	Enabling Activity 1 environmental factors	20
	Our environmental management commitment	21
6.	Capability	22
7.	Risk oversight and management	24

Facts and figures page

About the national collection



Engagement with the national collection, 2015–16



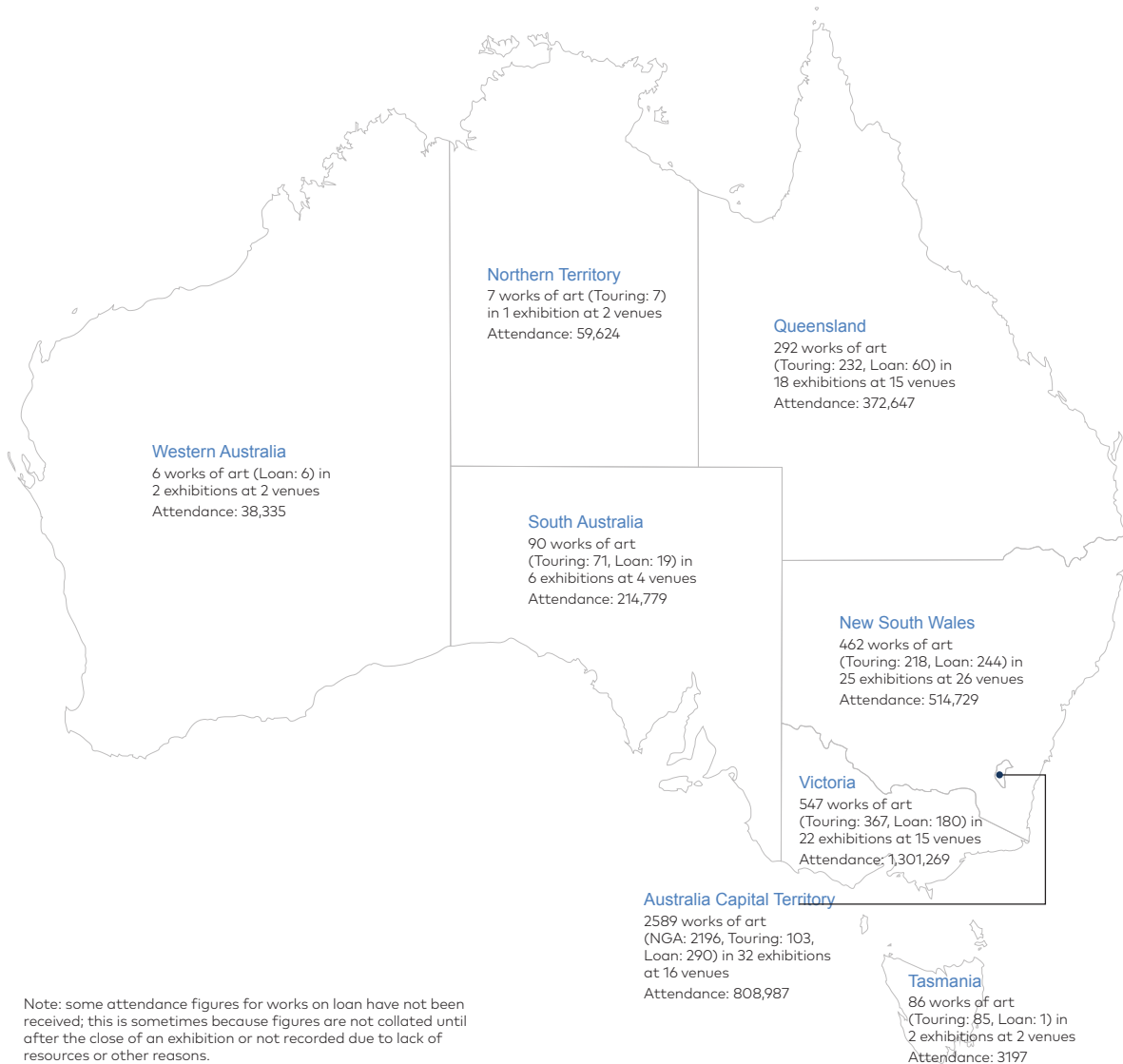
Canada
12 works of art (Loan: 12) in 2 exhibitions at 3 venues

Japan
1 work of art (Loan: 1) in 1 exhibition at 1 venue
Attendance: 190,062

New Zealand
32 works of art (Loan: 32) in 1 exhibition at 1 venue

United Kingdom
1 work of art (Loan: 1) in 1 exhibition at 1 venue
Attendance: 141,637

United States of America
20 works of art (Loan: 20) in 1 exhibition at 1 venue



Note: some attendance figures for works on loan have not been received; this is sometimes because figures are not collated until after the close of an exhibition or not recorded due to lack of resources or other reasons.

Introduction

On behalf of the National Gallery of Australia Council (the accountable authority), we present the 2016 National Gallery of Australia Corporate Plan, as required by paragraph 35(1)(b) of the Public Governance, Performance and Accountability Act 2013 (PGPA Act) and covering the periods of 2016–17 to 2019–20. The Corporate Plan is renewed annually and its coverage is extended on a rolling four-year basis.

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

This Plan acts as the primary planning document for the NGA from which all other activities flow. Over the reporting periods, we continue to build on our national profile and strive to create exceptional experiences for our visitors, both on-site and online. In a time of financial austerity, we are focused on delivering high-quality services within a shifting resource base. We are committed to exploring ways to diversify revenues beyond traditional sources to ensure the national collection continues to reach Australian audiences of all ages and walks of life.

Allan Myers AC QC
Chairman
National Gallery of Australia Council

Dr Gerard Vaughan AM
Director
National Gallery of Australia

Our purpose

Two key documents inform our purpose statement for the next four years.

Enabling legislation

Section 6 of the *National Gallery Act 1975* states:

(1) The functions of the Gallery are:

(a) to develop and maintain a national collection of works of art (the national collection)

(b) to exhibit, or to make available for exhibition by others, works of art from the national collection or works of art that are otherwise in the possession of the Gallery.

(2) The Gallery shall use every endeavour to make the most advantageous use of the national collection in the national interest.

Portfolio Budget Statements

As part of the federal budget process, Commonwealth entities agree government outcomes with the Minister for Finance. The Portfolio Budget Statements (PBS) inform the Parliament and public of the proposed allocation of resources to these outcomes. The NGA's outcome is:

Increased understanding, knowledge and enjoyment of the visual arts by providing access to, and information about, works of art locally, nationally and internationally.

Purpose statement for the period 2016–17 to 2019–20

The NGA will provide visitors with an exceptional experience of Australia's rich visual arts culture. Through the national collection, exhibitions, educational and public programs, outreach initiatives, research and publications, infrastructure and corporate services, the NGA will be a model of excellence in furthering knowledge of the visual arts locally, nationally and internationally. Through its activities, the NGA will make art accessible, meaningful and vital to diverse audiences.

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

Plan on a page

Legislated mandate	<ul style="list-style-type: none"> To develop and maintain a national collection of works of art. To exhibit, or to make available for exhibition by others, works of art from the national collection or works of art that are otherwise in the possession of the Gallery. To use every endeavour to make the most advantageous use of the national collection in the national interest.
Government outcome	Increased understanding, knowledge and enjoyment of the visual arts by providing access to, and information about, works of art locally, nationally and internationally.
Purpose for the period 2016–17 to 2019–20	The NGA will provide visitors with an exceptional experience of Australia's rich visual arts culture. Through the national collection, exhibitions, educational and public programs, outreach initiatives, research and publications, infrastructure and corporate services, the NGA will be a model of excellence in furthering knowledge of the visual arts locally, nationally and internationally. Through its activities, the NGA will make art accessible, meaningful and vital to diverse audiences.
Activity 1	Develop and maintain an outstanding national collection
Activity 2	Educate and inspire audiences through exceptional experiences
Sub-Activity 2.1	Increase access to and engagement with the national collection locally, nationally and internationally
Sub-Activity 2.2	Provide inspirational exhibitions, programs and outreach initiatives
Environmental Factors	Geography, display space
Enabling Activity 1	Provide sound corporate and strategic support
Sub-Activity 1.1	Develop and maintain strategic relationships
Sub-Activity 1.2	Manage the NGA's financial resources and maximise returns from commercial operations
Sub-Activity 1.3	Manage and develop the NGA's infrastructure and human resources
Environmental Factors	Infrastructure

Our values

Art for everyone

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

Striving for excellence

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

Creative engagement

We want all Australians with an interest in art and visual culture to regard the resources of the NGA as interesting and informative, and offering opportunities to expand knowledge about art and artists, and how they reflect issues and ideas in Australian society, both historically and right now. We want every visit to the NGA—either on-site or remotely—to be enjoyable and thoughtprovoking.

Courage

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

Respect

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

Performance

Activity 1 Develop and maintain an outstanding national collection

Collection building

The NGA aims to build a collection of outstanding quality through purchase, gift and bequest. Our focus over the reporting periods will be to continue building the national collection across agreed collecting areas, principally Indigenous and non-Indigenous Australian art, nineteenth to twenty-first century European, American, Asian and Pacific art, and global contemporary practice. In support of this, we will review our *Acquisitions Policy* to ensure the criteria for acquisitions remain effective and appropriate to the ongoing development of the national collection.

Donations and gifts of works of art account for a significant portion of our collection building activities (more than 26% and 18% respectively over the last two financial years). Such contributions allow us to acquire works Australians may not otherwise be able to access. The NGA actively seeks to encourage private donations and gifts, ensuring donors are suitably acknowledged.

Care and management of the collection

The NGA applies the highest professional standards of collection management. Collection assets include the national collection of works of art, valued at more than \$5.5 billion, and the Research Library collection, valued at more than \$37 million.

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

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

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

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

As custodians of the national collection, we ensure that all cultural assets in the collection are protected at all times. We regularly review and address risks to the national collection as part of the NGA's Risk Management Framework (more information on p 24).

Digital Asset Management

The NGA is committed to preserving and presenting works of art for the enjoyment of all Australians. One way we are achieving this is through the digitisation of the national collection. While digital reproduction cannot replace an original work of art, it plays a vital role in ensuring works, particularly fragile ones, can be preserved for future generations. It also contributes to activities aimed at increasing access to the collection remotely, emphasising our national and international role in promoting Australia's visual culture.

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

Objectives	Measure	Target (if applicable)	PBS (Page)	2016-17	2017-18	2018-19	2019-20
Acquire, by purchase, gift or bequest, works of art of outstanding quality	Number of acquisitions (made in the reporting period)	900*	192	•	•	•	•
	Number of objects accessioned (in the reporting period)	900	192	•	•	•	•
	Review <i>Acquisitions Policy</i>	By June 2017		•	•	•	•
Conserve and maintain the national collection	Number of works of art subjected to conservation treatment	3000	192	•	•	•	•
	Update and implement the Collection Preservation Plan	By June 2017		•	•	•	•
Document, manage and digitise the national collection	Percentage of works acquired, researched and documented in accordance with endorsed standards	100%	192	•	•	•	•
	Percentage of the collection digitised (with images)	57% of the total collection	192	•	•	•	•
	Number of works digitised annually	10,000		•	•	•	•

*The NGA is consciously reducing the number of annual acquisitions and remains committed to acquiring works of exceptional quality for the national collection.

Activity 2 Educate and inspire audiences through exceptional experiences

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

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

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

Creating exceptional experiences depends on a commitment to improve services continuously. To that end, the Visitor Experience Taskforce (VET) was formed in 2015 and brings together experts from across the NGA with the remit of driving exceptional visual art and visitor experiences at the NGA. The VET takes into its scope all aspects of the visitor experience, from previsit preparation to postvisit reflection, learning and sharing.

The NGA actively seeks visitor feedback and conducts data analysis to identify trends and improve the visitor experience. New initiatives that will be pursued in the period are: the consolidation of the Visitor Experience Host Team, establishment of a dedicated gallery for children and families, increased engagement with living artists, activation of the first floor foyer through the relocation of the shop, establishment of a dedicated workshop space, introduction of social lounge areas for the public, improved digital way-finding and interactive public art works in the gardens.

Optimising access

The national collection belongs to all Australians and the NGA has a duty to ensure that it can be accessed by people of all abilities and through more than just physical visitation to Canberra. When on-site, visitors have access to mobility aids while tours and programs can be tailored to suit individual needs (see p 14).

We recognise the importance of actively engaging audiences with works of art both onsite and online. We are capitalising on new technologies to facilitate access and engagement while visitors are onsite. For example, our recently launched NGA app includes a map and a guide that provides information about works on display and details of exhibitions and services. Digital signage in key locations around the NGA provides way-finding and informs visitors of upcoming tours and events.

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

Changing displays

The NGA champions pride and confidence in Australia's visual art culture through inspiring and expanded displays of the national collection of Australian art. The key outcome of our major relocation and rehang of the international and non-Indigenous Australian art collections in 2015 was the establishment of an important link with the expansive Indigenous collections already on display on Level 1. We remain committed to bringing the whole panorama of Australian visual art culture— historic and contemporary— together to create interesting dialogues.

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

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

Contemporary art

The NGA holds a substantial collection of contemporary art, both Australian and international. The recently created curatorial department dedicated to global contemporary practice is giving a specific focus to this collection to bring a fresh perspective to our displays and acquisitions of contemporary art.

A key role for this department will be the ongoing identification of public spaces across the Gallery for use in contemporary art interventions—temporary displays that will provide greater access to our dynamic contemporary collection and offer next-level experiences for our audiences.

Equally in the period, an exhibition program will be dedicated to the display of contemporary art on the entire lower ground level of the building. The inaugural displays will concentrate on contemporary Asian visual practice. Importantly, across the NGA contemporary artists will be engaged in the commissioning of new works, installations, projects and programs.

Stage 2

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

The revised concept includes a major new space dedicated to global contemporary practice and a series of beautifully designed and positioned food and beverage retail spaces increasing social and commercial activity on the site. Acknowledging the challenging fiscal environment we are in, the timing for progression of Stage 2 will depend on the availability of both government and private support. We will actively pursue discussions with stakeholders over the coming years.

Indigenous engagement

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

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

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

Over the reporting periods, we will establish a Reconciliation Action Plan (RAP), consolidating these important commitments to expand social and economic opportunities through the visual arts for the First Peoples of Australia.

Exhibitions

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

Over the next four years we will draw from the national collection, loans from institutions and private lenders in Australia and overseas, and new commissions to living artists to present internationally important exhibitions of the world's finest art. For example, in December 2016 the NGA will stage the major exhibition *Versailles: Treasures from the Palace*. In partnership with the Palace of Versailles, the NGA will bring to Australia an experience that has never before been presented outside France.

Programs and outreach initiatives

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

Public programs

We encourage engagement with the visual arts by offering free or moderately priced public programs to cater to a range of audiences. Our programs present curatorial scholarship and advocate on behalf of the collections and exhibitions in informative, enjoyable and innovative ways. They include talks and lectures, tours, workshops, screenings, performances and activities for children and families.

With the establishment of a new dedicated art studio, the NGA will be able to significantly expand the kinds of programs that are offered, engaging arts workers to lead programs with the materials and techniques that are on show in the collection and gallery displays.

Education

The NGA's education programs encourage visitors to better understand the power of creativity and imagination, improve observation skills, participate in discussions and learn from arts professionals.

- Over the reporting periods, our three core objectives in this space are to continue:
- leveraging the Australian Curriculum to improve access to the extensive and engaging content of the collection
- engaging with national education bodies to develop educational resources to deliver targeted programs for students and teachers
- embedding works from the national collection into the national curriculum.

Voluntary guides

Our volunteers are our best ambassadors and play vital roles as tour guides and educators, and occasionally as researchers, conservators and administration assistants. We have 185 voluntary guides supporting daily guided tours of the collection and tours for primary school students at the NGA.

Access programs

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

For example, our Art and Dementia program provides an opportunity for people living with dementia to connect with the world in enriching and life-enhancing ways. People living with dementia often become isolated. The NGA strives to provide intellectual stimulation and promote social inclusion via our discussion-based tour of works of art. The program also includes an outreach component, which assists remote, regional and urban centres to develop similar gallery programs.

There is always more that can be done to facilitate access to the NGA and our collections. Over the next few years we will regularly review our access services and programs to ensure they are meeting the needs of our audiences.

Kids and families

The NGA has always catered for children and families, however 2016–17 will see us extend our existing programs with a new dedicated space and exhibition program. A major project to establish a gallery for children and families will be undertaken with a program of well-resourced exhibitions each year. This will be free year round and open to all visitors, the young and the young at heart, and will cater to the needs of parents and carers who are visiting with young children.

Travelling exhibitions and long-term loans

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

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

Excellence through scholarship

The NGA will organise a number of conferences and symposia over the reporting periods including the National Visual Arts Education Conference, which occurs every two years. In October 2016, we will present a series of workshops as an adjunct to The Australian Institute for the Conservation of Cultural Materials Book, Paper and Photograph Materials Symposium at the NGA. These and other activities serve to raise the profile of the NGA as a leader not just in the presentation of our country's visual arts and its history but in the interpretation and preservation of the national collection.

Research Library

The NGA's Research Library & Archives is an internationally significant library for research in the visual arts in Australia and the premier library for research in the Australian visual arts globally. It offers general coverage of art history as well as unique strengths that match those of the national collection. The Research Library houses the most comprehensive collection of visual arts literature in Australia and documents the history and development of our nation's art and culture.

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

Our profile and reputation

We put our visitors, communities, business partners and the public at the centre of everything we do. We aim to achieve the widest possible audience for the national collection by attracting visitors to the NGA and sending works of art around Australia and overseas. Over the next four years we will continue to focus on activities that significantly raise the profile and reputation of the NGA among national and international audiences, peers and decision-makers.

Activity 2 environmental factors

Geography

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

Display space

Adequate display space is a major challenge for the NGA. Approximately two per cent of the NGA's collection is ever on display, which impacts on the need to provide and maintain costly storage. Looking ahead, the NGA is preparing for the time when it can commence construction of the Stage 2 extension, which will transform the NGA's ability to display the Australian art collection.

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

Objectives	Measure	Target (if applicable)	PBS (Page)	2016-17	2017-18	2018-19	2019-20
Use collection displays, exhibitions, travelling exhibitions, loans, publications, programs and technology to increase access to the national collection	Visitor satisfaction	95% of visitors satisfied or very satisfied with visit	192	•	•	•	•
	Number of onsite visits	600,000	192	•	•	•	•
	Number of website visits	1,600,000	192	•	•	•	•
	Number of visitors to exhibitions that include works from the national collection	3,000,000	192	•	•	•	•
	Number of visitors to NGA's own travelling exhibitions	198,000	192	•	•	•	•
	Number of works of art loaned	1200	192	•	•	•	•
	Percentage of collection on display	3%	192	•	•	•	•
	Percentage of collection on tour	1%		•	•	•	•
	Percentage of collection available online	99%	192	•	•	•	•
	Exhibitions presented specifically for children	2 per year		•	•	•	•
Dedicated program of contemporary interventions	2 per year		•	•	•	•	
Provide leadership in the visual arts through innovative and informative programs, events, research, publications, conferences and symposia	Participation in public programs	34,000 participants	192	•	•	•	•
	Number of public programs	150 per year		•	•	•	•

Engage with national education bodies to develop educational resources to deliver targeted programs for students and teachers	Participation in school programs	75,000 students	192	•	•	•	•
	Participation of educational institutions in organised school learning programs	1500 educational institutions	192	•	•	•	•
	Percentage of teachers reporting overall positive experience	95%	192	•	•	•	•
Embed works from the national collection into the national curriculum	Number of works from the national collection forming part of the national curriculum			•	•	•	•
	Percentage of teachers reporting relevance to the classroom curriculum	90%	192	•	•	•	•
Continuously improve services to deliver high-quality visitor experiences	Monthly visitor research and analysis			•	•	•	•
Seek visitor feedback and respond appropriately	All feedback acknowledged and responded to	100% response rate		•	•	•	•

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

Stakeholder engagement

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

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

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

Funding

The NGA is facing a challenging financial climate. The cost of doing business is rising while our government appropriation has reduced following the application of increased efficiency dividends. Over the next four years, the NGA's total government funding will reduce by \$3.94 million (see table 1.1 below).

Table 1.1 – Detail of efficiency dividend applied from 2015–16 to 2018–19

		2015–16	2016–17	2017–18	2018–19
	Program	\$'000	\$'000	\$'000	\$'000
Expense measures					
Communications and the Arts Portfolio – efficiencies	1.1				
Departmental expenses		(496)	(1,143)	(1,148)	(1,153)
Total		(496)	(1,143)	(1,148)	(1,153)
Total expense measures					
Departmental		(496)	(1,143)	(1,148)	(1,153)
Total		(496)	(1,143)	(1,148)	(1,153)

The NGA cultivates and maintains strong relationships with corporate and private supporters. With a decrease in public funding across the cultural sector in Australia, the demand on private funding is increasing. We will need to be even more entrepreneurial and imaginative to ensure we secure a sound financial base to support delivery of our activities.

Commercial operations

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

Governance

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

- Building Committee
- Finance, Risk Management and Audit Committee
- Performance and Executive Remuneration Committee.

Acquisitions are considered as part of each Council meeting.

NGA management

The Director is responsible for the operational management of the NGA. The Senior Executive Team is the key internal decision-making body at the NGA and consists of the Director, Deputy Director and four Assistant Directors. Whole-of-gallery activities are driven primarily by subject-matter committees. Key examples are capital expenditure, exhibitions, publications, risk management, visitor experience and work health and safety.

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

Infrastructure

We manage our buildings, facilities and ICT systems efficiently to enable access to and enjoyment of our collections. The NGA will continue to work on plans for the renewal of the existing building and to seek financial support to this end. The maintenance of what is now a 34-year-old building is a core priority in the NGA's Strategic Asset Management Plan. Opportunities will be explored to advance the Stage 2 development of the building and site, to create new gallery space to display a much larger range of Australian works, provide a substantial area for global contemporary practice, and deliver enhanced commercial spaces to drive increased earned income.

Objectives over the reporting periods are to continue:

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

Human Resources

Our staff have a proven track record of being creative, entrepreneurial and collaborative. They are dedicated to robustly supporting our function and our audiences. We have a great range of expertise, including specialist curators and conservators, educators, fundraisers and communication professionals. The NGA has a number of programs for assisting with the training of curators from Australia (including Indigenous trainees) and overseas and we will continue to explore opportunities to provide 'cultural aid' to our Pacific neighbours in particular. The NGA has always been well served by the quality and reputation of its nationally and internationally renowned professional staff, some of whom have been with the NGA since its early days.

Over the reporting periods our objectives are to:

- provide a safe and healthy work environment
- ensure the organisational structure supports delivery of our mandate
- attract, develop and retain staff
- ensure a supportive and positive workplace culture.

Enabling Activity 1 environmental factors

Infrastructure

Our existing physical infrastructure presents its challenges. The original NGA building is now 34 years old, with a design and structure that is not friendly to the needs of state-of-the-art technology, nor readily facilitates meeting the changing needs of today's audiences. This has been redressed somewhat with the opening of the Stage 1 extension, which provided a new entrance, improved way-finding, and spacious galleries for Indigenous Australian art. The progression of our Stage 2 project is the next step in addressing our changing infrastructure needs.

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

Objectives	Measure	Target (if applicable)	PBS (Page)	2016-17	2017-18	2018-19	2019-20
Manage financial resources effectively, with close alignment of strategic and financial plans	Deliver a strategic financial plan that aligns with corporate plan	September 2016		•	•	•	•
	Deliver a favourable operational budget annually			•	•	•	•
Secure funding to support Gallery activities	Implement Strategic Fundraising Plan	By February 2017		•	•	•	•
Apply best practice standards in corporate governance and management	Compliance with statutory, financial and business requirements			•	•	•	•
	Certification to ISO90001, ISO14001 and AS/ NZS4801			•	•	•	•
Attract, develop and retain staff	Deliver a new Enterprise Agreement 2016-19			•	•	•	•
Ensure the organisational structure supports delivery of our mandate	Deliver a revised Strategic Workforce Plan	By February 2017		•	•	•	•

Our environmental management commitment

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

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

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

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

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

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

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

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

Capability

The **Acquisitions Policy** guides the development of the national collection, building on existing strengths and addressing key gaps with works of outstanding aesthetic quality. Each collecting area also has a commercial-in-confidence working strategy that is reviewed at Council meetings on a rolling basis.

The **Annual Operational Plan** is the gallery-wide operational plan flowing from the Corporate Plan and generated on a rolling four-year basis. It provides specific detail on the activities required to support achievement of the NGA's purpose, including core functions, one-off projects and programs, and associated key performance indicators and performance measures.

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

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

The NGA recently undertook a review of its ICT capability, which included an assessment of our **ICT strategic planning** processes. The recommendations will be considered for implementation commencing 2016–17.

The NGA is developing a **Learning and Access Strategy** driven by research-led reflective practice, to ensure audiences' experience with our collections and exhibitions is meaningful.

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

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

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

The NGA's **Risk Management Framework** sets out the governance arrangements surround the NGA's approach to risk management, including policy structures, roles and responsibilities, integration with other work area plans and the NGA's risk appetite. A number of other plans are produced to support our risk management activities including the Business Continuity, Disaster Recovery and Emergency Response plans.

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

The **Strategic Financial Plan** seeks to ensure the necessary funding is available to give effect to commitments outlined in the Corporate Plan.

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

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

Workforce planning

The NGA's staffing level for the four-year period is expected to average 217 full-time equivalent staff. This represents a reduction from the 2015–16 staffing level of 229, and is the result of:

- continuation of the outsourcing of security services (being undertaken on the basis of replacing departing permanent staff with outsourced services)
- the anticipated reduction in staffing following the implementation of outcomes contained within the internal strategic review of the NGA and its organisational structure.

The current turnover rate of ongoing staff is around eight per cent per annum, or approximately 18 staff. This is considered to be an acceptable level that provides the opportunity both for refreshing and renewing our professional resources, as well as the capacity to adjust staffing numbers in the light of budgetary imperatives. In addition to our usual complement of around 199 ongoing staff, the NGA is supported by around 31 non-ongoing staff, as well as up to 75 casual staff, depending on the level and nature of exhibitions and public programs throughout the year.

There are expected retirements among some of our long-serving staff over the planning period, and these are being managed within the context of the NGA strategic workforce plan, to ensure that there is no diminution in capacity and capability.

Risk oversight and management

Risk management is a key part of improving business and services to enable the NGA to continue to be a leading art gallery in Australia. The NGA's aim is to achieve best practice in managing all risks to which the NGA's business is exposed. The NGA is committed to a comprehensive and systematic approach to effective management of assets and resources.

Risk management underpins the NGA's approach to achieving our purpose through the effective and efficient use of resources. The NGA is a risk-aware organisation, demonstrated by the way we manage risk in relation to people, the collection, our finances, the building and our reputation.

The NGA is committed to managing the reduction of the level of risk to:

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

Risk management enables the NGA to manage and monitor risks to an acceptable level. Risk management decisions and practices are in accordance with the NGA's core values and leadership behaviours, and with the NGA's code of ethics.

Risk management is the term applied to a logical and systematic method of establishing the context, identifying, analysing, evaluating, treating, monitoring and communicating risks associated with any function, activity or process in a way that will enable the NGA to minimise losses and maximise opportunities.

In accordance with Commonwealth Government and industry best practice, the NGA is committed to the effective management of potential opportunities and adverse effects. This commitment requires compliance with the Australian/New Zealand Standard AS/NZS 4360:2004 Risk management and the Management Advisory Board's Management Improvement Advisory Committee, *Guidelines for Managing Risk in the Australian Public Service*.

The NGA maintains a Strategic Risk Register, which details the risks, lead area, treatments and progress against treatments. The register is divided into six priority areas:

- Priority 1 – Safety and wellbeing of visitors, staff and contractors
- Priority 2 – Effective development, preservation, management and protection of the national collection and works in the NGA's care
- Priority 3 – Effective delivery of endorsed programs and activities
- Priority 4 – Effective sourcing and management of financial, human and physical resources
- Priority 5 – Governance alignment
- Priority 6 – Emerging risks.

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

