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Strategic Plan 2007–2010

Preamble

The Strategic Plan 2007–2010 is the key to understanding the National Gallery of Australia's goals for the three-year period and the strategies it will employ to achieve its objectives.

The period will see the unfolding of exciting developments at the Gallery. The Gallery will demonstrate its commitment to fulfilling its national charter by providing improved access to the visual arts and engagement with the Australian people. Vital expansion of display spaces and improvements to the Gallery building and visitor facilities will be made tangible during the life of the Strategic Plan. With significant parts of the national visual arts collection now without equal, the Gallery will protect, preserve and grow the collection in depth and breadth. The Gallery will present compelling displays of art and exhibitions of the highest quality in Canberra as well as touring exhibitions across Australia. It will also make available works of art from its collection for exhibition nationally and internationally.

The Gallery's respected educational, research, scholarship and publishing activities, promotion and public profile will contribute to Australia's cultural enrichment. Underpinning these programs will be high standards of governance, entrepreneurial activity and best museum practice by its staff.

The National Gallery of Australia will build on its strengths and this Strategic Plan is the blueprint for the Gallery's future activities and success.

Vision

The cultural enrichment of all Australians through access to their national art gallery, the quality of the national collection, the exceptional displays, exhibitions and programs, and the professionalism of our staff.

Purpose

The purpose of the Gallery is to serve the public by enhancing understanding and enjoyment of the visual arts.

Key Priorities for 2007–2010

The National Gallery of Australia's priorities for the three-year period reflect its statutory obligations, and focus on delivering on the Vision. These activities will strengthen the Gallery's capacity to provide national leadership and enhance its international standing. The Gallery will:

- continue to build and provide access to an outstanding collection of works of art for the nation

- provide engaging displays, travelling and other exhibitions, and public programs to encourage access, and to foster appreciation for and understanding of the visual arts

- open Stage 1 of the building extension with improved visitor facilities and purpose-designed galleries for Aboriginal and Torres Strait Islander art in 2009

- develop planning for Stage 2 incorporating the Centre for Australian Art

- widely promote the Gallery and the national art collection, including the celebration of its 25th anniversary in 2007

- maximise opportunities to encourage public and corporate support for the Gallery and its programs

- provide a safe and healthy environment for staff to work to the best of their abilities.

Consistent with the Gallery's desire to ensure the highest standards of corporate governance, this Strategic Plan is underpinned by Annual Business Plans that provide a more detailed program of work for each of the three years of this Plan. In addition, the Strategic Plan will be reviewed at the end of its first year of implementation to ensure that all planned actions are progressing well and to make any changes or amendments to the Strategic Plan to reflect changes in the Gallery's operating environment.

Operating Context

The Australian Government established the National Gallery of Australia by an Act of the Commonwealth Parliament in 1975. As one of the Government's national cultural institutions, the National Gallery of Australia receives financial support through the Federal Budget to fulfil its statutory obligations.

The *National Gallery Act 1975* requires the National Gallery of Australia 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 in the possession of the Gallery

- use every endeavour to make the most advantageous use of the national collection in the national interest.

As a Commonwealth statutory authority the National Gallery of Australia has significant obligations and accountability requirements under the *Commonwealth Authorities and Companies Act 1997*. The affairs of the Gallery are conducted by its governing board, the Council of the National Gallery of Australia.

The requirements of the *National Gallery Act 1975* and other regulatory arrangements are reflected in this Strategic Plan.

Goals, Objectives and Strategies

GOAL 1

BUILD AND MAINTAIN AN OUTSTANDING NATIONAL ART COLLECTION

OBJECTIVE 1.1: DEVELOP AND STRENGTHEN THE NATIONAL ART COLLECTION

KEY STRATEGIES

1.1.1. Acquire, by purchase or gift, works of art of outstanding aesthetic quality in accordance with the Gallery's acquisitions policies that build on the strengths of the national art collection

1.1.2. Encourage, facilitate and acknowledge gifts and donations that enhance the national art collection

1.1.3. Where appropriate, dispose of works of art that no longer comply with national art collection development policies by transfer, gift, exchange or sale

KEY PERFORMANCE INDICATORS

KPI 1.1. *Percentage of works of art acquired in accordance with the endorsed Acquisitions Policy and the rigorous 10-Year Acquisitions Strategy*

KPI 1.2. *Value of gifts, donations, cash and in-kind support of the collection*

KPI 1.3. *Number of works de-accessioned as a measure of collection refinement*

OBJECTIVE 1.2: MAINTAIN AND PROTECT THE NATIONAL ART COLLECTION

KEY STRATEGIES

1.2.1. Document the collection and review collection documentation to ensure best museum practice

1.2..2. Digitise new acquisitions and work towards the digitisation of the collection over time

1.2.3. Maintain and conserve the national art collection on display and in storage in accordance with the endorsed Collection Preservation Plan

1.2.4. Protect the national art collection by continuously improving the security of the collection and by providing optimum environmental conditions

1.2.5. Protect the archival and rare materials supporting the national collection in the Research Library

Key Performance Indicators

KPI 1.4. *Percent of collection documented in accordance with endorsed standards*

KPI 1.5. *Number of works of art digitised (target is 10 000 works of art per annum)*

KPI 1.6. *Number of works of art treated*

KPI 1.7. *Number of incidents of significant damage or deterioration to works of art in the collection or on loan to the Gallery (target is zero incidents)*

KPI 1.8. *Implementation of the Gallery's conservation priorities (see Appendix 2 for details)*

GOAL 2

INCREASE THE AUDIENCE FOR AND ENGAGEMENT WITH THE EXHIBITIONS AND PROGRAMS OF THE NATIONAL GALLERY OF AUSTRALIA

OBJECTIVE 2.1: DISPLAY AND EXHIBIT WORKS OF ART

KEY STRATEGIES

2.1.1. Display works of art from the national art collection and from other collections in our building in a meaningful and engaging way

2.1.2. Research and present a balanced, stimulating, informative and enjoyable exhibition program in Canberra, throughout Australia and internationally

KEY PERFORMANCE INDICATORS

KPI 2.1. *Number of exhibitions and travelling exhibitions undertaken in accordance with the endorsed Gallery exhibition program*

KPI 2.2. *Implementation of the Gallery's national art collection exhibition priorities (see Appendix 2 for details)*

KPI 2.3. *Level of visitor and stakeholder satisfaction with key exhibitions*

OBJECTIVE 2.2: INCREASE ACCESS TO THE NATIONAL ART COLLECTION LOCALLY, NATIONALLY AND INTERNATIONALLY

KEY STRATEGIES

2.2.1. Display works of art from the Gallery's collection in a meaningful and engaging way and seek to increase access to the collection locally, nationally and internationally through loans, partnerships, travelling exhibitions and joint ventures

2.2.2. Maximise opportunity through the Gallery's online program to allow access to Gallery research, information on the national art collection and exhibitions to be widely accessible

2.2.3. Increase awareness of the Gallery's collection study room, which provides physical access in Canberra, by appointment, to works of art not on display

KEY PERFORMANCE INDICATORS

KPI 2.4. *Number of people visiting the Gallery as well as accessing the national art collection through travelling exhibitions and loans*

KPI 2.5. *Number of works of art lent nationally and internationally*

KPI 2.6. *Usage of the Gallery's website (unique visitation, pages viewed and length of stay)*

KPI 2.7. *Number of people who access, by appointment, works of art not on display and number of works accessed*

KPI 2.8. *Extent of geographical coverage of travelling exhibitions*

OBJECTIVE 2.3: PROVIDE INSPIRATIONAL EDUCATIONAL AND PUBLIC PROGRAMS SUPPORTED BY RESEARCH AND SCHOLARSHIP

KEY STRATEGIES

2.3.1. Conduct events such as artists' talks, conferences and symposia that stimulate debate, discussion and understanding about the visual arts

2.3.2. Publish information about the collection and exhibitions in books, catalogues, in the Gallery's quarterly magazine, *artonview*, journals and electronically

2.3.3. Develop research collections and archives in the visual arts to support the Gallery's collection and scholarly consideration of works of art

2.3.4. Design and deliver targeted programs for students and teachers

2.3.5. Provide access and engagement for people with particular needs

KEY PERFORMANCE INDICATORS

KPI 2.9. *Number of attendees to public programs and Gallery conferences and educational events*

KPI 2.10. *Implementation of the Gallery's publication priorities (see Appendix 2 for details)*

KPI 2.11. *Implementation of the Gallery-initiated key conferences program (see Appendix 2 for details)*

KPI 2.12. *Visitation numbers of school groups*

KPI 2.13. *Level of satisfaction with student and teacher programs*

KPI 2.14. *Number of people who access the services of the Research Library*

OBJECTIVE 2.4: STRATEGICALLY MARKET THE NATIONAL GALLERY OF AUSTRALIA

KEY STRATEGIES

2.4.1. Promote and support the Gallery's collection, exhibitions and associated programs through focussed and strategic marketing

2.4.2. Foster partnerships that enhance the Gallery's profile

2.4.3. Review and improve the National Gallery of Australia brand

KEY PERFORMANCE INDICATORS

KPI 2.15. *Extent of media coverage of exhibitions and other Gallery activities*

KPI 2.16. *Stakeholder feedback concerning Gallery profile and brand*

GOAL
3
CREATE A WELCOMING AND ENGAGING VISITOR EXPERIENCE

OBJECTIVE 3.1: PROVIDE HIGH QUALITY VISITOR SERVICES AND FACILITIES

KEY STRATEGIES

3.1.1. Ensure quality visitor experiences through improved building services and facilities, staff training, improved wayfinding and directional signage

3.1.2. Undertake ongoing audience research and implement findings

3.1.3. Review and revise the retail strategy and presentation of the Gallery Shop

3.1.4. Develop productive relationships with external catering suppliers

KEY PERFORMANCE INDICATORS

KPI 3.1. *Level of satisfaction with visitor services as measured by audience survey and feedback*

KPI 3.2. *Improved visitor flow and wayfinding facilities*

KPI 3.3. *Improved Gallery Shop retail operations as measured by turnover, profitability and customer service*

OBJECTIVE 3.2: IMPROVE AND INCREASE GALLERY BUILDING DISPLAY AND OPERATING FACILITIES

KEY STRATEGIES

3.2.1 Complete Stage 1 of the Gallery's building extensions, featuring improved visitor arrival, new Gallery Shop, and collection display space for Australian Indigenous Art, with minimal disruption to visitors and services (see Appendix 1 for further details)

3.2.2   Develop detailed plans for Stage 2 of the Gallery's building extensions, featuring the Centre for Australian Art, refurbished gallery spaces and other improved facilities (see Appendix 1 for further details)

3.2.3   Develop a business case and secure funding for Stage 2

KEY PERFORMANCE INDICATORS

KPI 3.4.   Implement the building development priorities:

- *Stage 1 completed on time and on budget*

- *Stage 2 design developed*

- *Stage 2 funding secured*

GOAL 4

SECURE AND STRATEGICALLY MANAGE RESOURCES TO SUPPORT GALLERY OPERATIONS AND ACTIVITIES

OBJECTIVE 4.1:   SECURE AND STRATEGICALLY MANAGE THE GALLERY'S FINANCIAL RESOURCES

KEY STRATEGIES

4.1.1.   In partnership with Government and the private sector proactively secure levels of funding necessary for operations and programs appropriate to the Gallery's national and international standing

4.1.2.   Demonstrate entrepreneurial skills and work closely with the National Gallery of Australia Foundation and the American Friends of the National Gallery of Australia (AFNGA aka AFANG) to secure increased support and revenue from:

- individuals

- corporations

- commercial operations

- sponsorships, grants, donations and bequests

- membership program

4.1.3.   Acknowledge and honour acts of benefaction and support

4.1.4.   Revalue the national art collection and the Research Library's collection in accordance with accounting standards

KEY PERFORMANCE INDICATORS

KPI 4.1. Net return from commercial operations

KPI 4.2. Level of operational and capital funding from government

KPI 4.3. Level of National Gallery of Australia Membership

KPI 4.4. Level of financial support through donation, grant, sponsorship and bequest programs

KPI 4.5. Value of gifts, donations, cash and in-kind support of the Research Library's collections and archives

KPI 4.6. Art collection and Library collection revalued in accordance with accounting standards

OBJECTIVE 4.2: MAINTAIN THE INFRASTRUCTURE AND SERVICES OF THE GALLERY BUILDINGS AND PRECINCT

KEY STRATEGIES

4.2.1. Develop and implement a lifecycle asset management plan and sound facilities maintenance programs

4.2.2. Adopt environmentally sustainable policies and practices

4.2.3. Integrate Information and Communication Technology (ICT) infrastructure across Gallery activities and implement the recommendations of the 2007 Review of Information Technology

KEY PERFORMANCE INDICATORS

KPI 4.6. Number of incidents of infrastructure failure or disruption (target is zero incidents)

KPI 4.7. Progress in relation to building and facilities maintenance targets

KPI 4.8. Progress of the implementation of the 2007 Review of Information Technology

OBJECTIVE 4.3: STRATEGICALLY MANAGE RISK

KEY STRATEGIES

4.3.1. Adopt appropriate risk management practices

4.3.2. Ensure currency of the endorsed Risk Management Plan, Business Continuity Management Plan and related plans

4.3.3. Ensure currency of the Disaster Recovery plans

KEY PERFORMANCE INDICATORS

KPI 4.9. Implement, monitor and review all risk management and related plans

GOAL
5

PROVIDE A SAFE AND PRODUCTIVE WORKING ENVIRONMENT FOR ALL STAFF APPROPRIATE TO THE AUSTRALIAN PUBLIC SECTOR AND ART MUSEUM STANDARDS

OBJECTIVE 5.1: ENCOURAGE A CULTURE OF PROFESSIONALISM AND SUPPORT STAFF TO ACHIEVE THEIR FULL POTENTIAL AT WORK

KEY STRATEGIES

5.1.1.   Attract, develop and retain skilled staff

5.1.2.   Provide a work environment in which staff members are encouraged and provided with opportunities to contribute to the maximum of their abilities

5.1.3.   Encourage and support staff to demonstrate professional and personal conduct appropriate to an art museum and consistent with the Gallery's Code of Ethics and Guidelines on Personal and Professional Conduct

5.1.4.   Review and implement the Workplace Diversity Program

5.1.5.   Increase opportunities for Aboriginal traineeship and employment

KEY PERFORMANCE INDICATORS

KPI 5.1.   *Percentage of staff that have an effective Individual Development and Performance Agreement*

KPI 5.2.   *Extent of professional skills development opportunities undertaken by staff*

KPI 5.3.   *Staff retention rates*

KPI 5.4.   *Levels of staff absenteeism*

OBJECTIVE 5.2: PROVIDE A SAFE AND HEALTHY WORKING ENVIRONMENT

KEY STRATEGIES

5.2.1.   Ensure staff operate within the Gallery's endorsed policies related to the Occupational Health and Safety legislative framework

KEY PERFORMANCE INDICATORS

KPI 5.5.   *Achievement of a 4 star or better status through the National Safety Council of Australia annual audit*

KPI 5.6.   *Implementation of Wellbeing at Work initiatives*

GOAL 6

ENSURE THE HIGHEST STANDARDS OF CORPORATE GOVERNANCE

OBJECTIVE 6.1: MANAGE THE AFFAIRS OF THE GALLERY IN ACCORDANCE WITH LEGISLATIVE REQUIREMENTS

KEY STRATEGIES

6.1.1. Implement and maintain the highest standards of corporate governance including processes such as strategic planning and performance monitoring frameworks

6.1.2. Implement relevant recommendations of the *Uhrig Report* into the corporate governance of statutory authorities, including the transfer the employment of Gallery staff from the coverage of the *National Gallery Act 1975* to the *Australian Public Service Act 1999*

KEY PERFORMANCE INDICATORS

KPI 6.1. Compliance with all relevant legislated corporate governance requirements

GOAL 7

BUILD PRODUCTIVE RELATIONSHIPS WITH GOVERNMENT AND OTHER STAKEHOLDERS

OBJECTIVE 7.1: DEVELOP AND MAINTAIN STRATEGIC RELATIONSHIPS WITH GOVERNMENT STAKEHOLDERS

KEY STRATEGIES

7.1.1. Be responsive to Government and to the Parliament while fulfilling our functions

7.1.2. Work cooperatively with the Department of Communications, Information Technology and the Arts and with other portfolio agencies

7.1.3. Consult and act collaboratively with other portfolio collecting agencies on preservation issues

KEY PERFORMANCE INDICATORS

KPI 7.1. Level of responsiveness to Government and to the Parliament

KPI 7.2. Level of responsiveness to DCITA and other portfolio agencies

OBJECTIVE 7.2: DEVELOP AND MAINTAIN APPROPRIATE STRATEGIC RELATIONSHIPS WITH NON-GOVERNMENT STAKEHOLDERS

KEY STRATEGIES

7.2.1.   Build productive relationships with other collecting institutions

7.2.2.   Build appropriate productive relationships with the private sector

7.2.3.   Build appropriate relationships with the media

KEY PERFORMANCE INDICATORS

KPI 7.3.   *Level of positive engagement with the media and key stakeholders*

KPI 7.4.   *Establishment of productive relationships with other relevant institutions*

APPENDIX 1

NGA:BUILDING DEVELOPMENT – STAGE 1

National Gallery of Australia Stage 1 includes:

- an improved experience for visitors arriving at the Gallery

- a new Gallery Shop, reception and cloaking facilities

- purpose-built collection display space for Australian Indigenous Art

- collection display space for Sidney Nolan's *Ned Kelly* series and focussed display of photography and decorative arts and design

- a new grand hall for educational activities, exhibition openings and other functions and events

- new Australian Garden, opening from the grand hall

- *Skyspace*, a major sculptural work of art by James Turrell

- improved facilities for storing and managing the national collection, including upgraded security infrastructure, dedicated quarantine processing area, and additional storage and collection management facilities.

NGA:BUILDING DEVELOPMENT – STAGE 2

National Gallery of Australia Stage 2 includes:

CENTRE FOR AUSTRALIAN ART

PRINCIPAL LEVEL

- chronological display of Australian non-Indigenous paintings and sculpture in day-lit galleries adjacent to galleries dedicated to works on paper and decorative arts

- rest areas within the Australian display with lounges, books and touch screens, and views of the Australian Garden

- Pacific Arts galleries with links to Australian and Asian art galleries.

LOWER LEVELS

- expanded and relocated Research Library

- Indigenous and non-Indigenous Australian art visual storage

- study room for works on paper and textiles

- new small theatre

- preview room for non-public collection management.

ASSOCIATED DEVELOPMENT

- increased temporary exhibition space, including the creation of a new and larger children's gallery and new and larger project gallery

- increased underground car parking

- current Australian art galleries converted to galleries for international (including Asian) photography, prints, drawings, illustrated books, textiles, decorative arts and design, and contemporary painting and sculpture

- current Research Library converted to administrative offices to optimise suitable space for staff

- non-functional office space converted

- Sculpture Garden extended around the building

- a new permanent Garden Restaurant including a small private function room

- off-site storage facilities converted and upgraded

- conservation and photography facilities expanded.

APPENDIX 2

CONSERVATION PRIORITIES

- Treat all Indigenous works required for Stage 1 of the building extension

- Treat all Australian paintings required for Stage 2 of the building extension

- Treat six European and American paintings

- Treat items in the Pacific arts collection required for display

- Treat 25 *Ballets Russes* costumes required for display

- Review of ancestral Southeast Asian textiles required for display

- Review and date selected Asian bronzes and ceramics

- Treat all large Indian paintings and a selection of Islamic and other Southeast Asian manuscripts

- Maintenance of sculptures in the Sculpture Garden

- Complete the reframing project for Australian painting

NATIONAL ART COLLECTION EXHIBITION PRIORITIES

- A new Pacific Arts gallery in gallery 3b (2007) and gallery 3a (2009)

- A new East Asian art display in gallery 10 (2008)

- Improved display of Australian 19th- and early 20th-century works of art in galleries 4, 5 and 6 (2007)

- New Aboriginal and Torres Strait Islander display in Stage 1 galleries (2009)

- Improved display space for Sidney Nolan's *Ned Kelly* series and focussed area for display of photography and decorative arts and design (2009)

- New contemporary international art display in gallery 3 (2009)

- Changed displays of contemporary Australian works of art in gallery 7 (ongoing)

- Changing displays of textiles, works on paper and decorative arts throughout the Gallery (ongoing)

- Present a balanced exhibitions program (in terms of criteria such as contemporary versus historical, Australian versus international and in different media)

PUBLICATION PRIORITIES

- Handbook on the National Gallery of Australia's collection (2007)

- Printed images in colonial Australia 18o1–1901 (2007)

- Printed images by Australian artists 1885–1955 (2007)

- Printed images by Australia artists 1955–2005 (2007)

- Redback Graphics (2007)

- Australian artists books (2007)

- Exhibition catalogues:

  - George W Lambert Retrospective: heros and icons (2007)

  - Black robe white mist: art of the Japanese Buddhist nun Rengetsu (2007)

  - Ocean to outback: Australian landscape painting 1850–1950 (2007)

  - National Indigenous art triennial: Culture warriors (2007)

  - Turner to Monet: the triumph of landscape painting (2008)

  - 19th century landscapes (2008)

  - Asian and Pacific Photography (2008)

  - Other publications, 2008–09 and 2009–10

MAJOR CONFERENCE PROGRAM

- Pacific art

- Asian and Pacific photography

- Southeast Asian art.