

NATIONAL PORTRAIT GALLERY

14 March 2024

The Hon Tony Burke MP
Minister for the Arts
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Dear Minister,

Thank you for your letter dated 18 January 2024, setting out your Statement of Expectations for the National Portrait Gallery of Australia (the Gallery) for the calendar year 2024. We are grateful for the opportunity to indicate our intentions in this response.

The Gallery welcomed the release of *Revive* at the beginning of 2023. The Gallery's *Corporate Plan 2023-24 – 2026-27* contains several corporate activities that support the objectives of *Revive* across its three strategic priorities:

- Enrich the collection
- Inspire connection
- Ignite support.

The Gallery is in the process of preparing its Corporate Plan for 2024-25 to 2027-28 which will further embed the aims and priorities of *Revive* across our activities.

The Gallery holds the express mandate to tell the story of the evolution of Australian identity through art, specifically portraiture. This year, the Gallery will focus on the key priorities of *Revive*, including: ongoing commitment to respecting and amplifying the First Nations experience in the Australian story; reflecting the breadth and diversity of experience across Australia; commissioning and displaying excellent art through fair artist collaboration; embracing our role as a national leader to empower the sector; and growing our national reach with intergenerational and accessible offerings that inspire audiences to engage with art and creativity.

On behalf of the Gallery's Board, the agency's accountable authority, I am pleased to attach our Statement of Intent in response to your Statement of Expectations. Thank you for the recent uplift in funding to the National Collecting Institutions, which provides financial sustainability to enable delivery of our purpose. We appreciate your ongoing and continued support.

I look forward to the opportunity to discuss these activities and plans when we next meet.

Warm Regards,



Penny Fowler AM
Chair

Encl. Statement of Intent 2024

NATIONAL PORTRAIT GALLERY OF AUSTRALIA

STATEMENT OF INTENT 2024

This Statement of Intent outlines the Gallery's response to the Government's Statement of Expectations for 2024.

Vision

To reflect the face of Australia, tell Australian stories and increase understanding and appreciation of Australian people through the art of portraiture – their identity, history, culture, creativity and diversity.

Role

The National Portrait Gallery's role is to:

- develop, preserve, maintain and promote a national collection of portraits and other works of art
- develop and engage a national audience for the collection, exhibitions, education, research, publications, and public and online programs.

Strategic priorities

The Gallery has defined three strategic priorities to support its future aspirations. They are:

- Enrich the collection
- Inspire connection
- Ignite support.

These following outlines how our strategic priorities reflect the Statement of Expectations now and into the future.

Strong leadership and collaboration with national and international arts sectors to promote the five pillars of *Revive*

The Gallery will take a leadership role in promoting and delivering the pillars of *Revive* in the following ways:

First Nations First

Guided by its Reconciliation Action Plan, the Gallery has several initiatives in progress that recognise that First Nations stories are at the centre of Australian arts and culture, discussed below. The Gallery respects and amplifies First Nations experience, including through increasing the number of First Nations people represented in its collection and exhibitions.

A Place For Every Story

People are at the heart of the Gallery – the sitters, artists and their stories are central to its remit. The Gallery is committed to reflecting the breadth of stories that make up the evolution of Australian identity in its collection, exhibitions and public programs.

Centrality of the Artist

The Gallery prioritises best practices in the engagement of artists. It is committed to acting with integrity when dealing with artists, ensuring collaborations are culturally safe, accessible and fairly remunerated.

Strong Cultural Infrastructure

As a National Cultural Institution, the Gallery understands the vital leadership role it plays within Australia's cultural infrastructure. The Gallery will seek opportunities to collaborate with international and national arts sector colleagues, to provide mutual development of capabilities to enhance the sector and create value for all Australians.

Engaging the Audience

Audiences are why the Gallery exists. The importance of connecting with people, both in Australia and abroad, motivates its work. The Gallery recognises its purpose to serve all Australians and will focus on increasing engagement with audiences outside major cities and building intergenerational and accessible offerings. The Gallery will engage with diverse audiences to properly explore the evolution of Australian identity.

Policies and procedures that promote diversity, sustainability, reconciliation and inclusion

The Gallery is not immune from societal changes in the content and nature of public discourse and has an aspiration to become a place of cultural security. To achieve this the Gallery is developing a training program to manage cultural safety and risk in the workplace.

The Gallery also intends to do the following in 2024:

- develop a Collection Strategy that will identify priority areas for collection growth with consideration to diversity of representation
- develop a Diversity, Equity and Inclusion Policy, as well as continue to promote the SBS inclusion program supporting a diverse and inclusive workplace
- implement a 'Reflect' Reconciliation Action Plan, and
- finalise and implement a Net Zero Action Plan to meet the Government's 2030.

A Disability Action Plan to support people with disability to participate fully in Australia's cultural and creative life

The Gallery believes everyone has a right to engage in arts and cultural activities. In March 2023 the Gallery Board endorsed its *Disability Inclusion Access Plan 2023 –25*. This plan is a roadmap to embed and improve accessibility and inclusion across all Gallery activities, including its exhibitions, programs, events, workplace, and facilities.

Foster and support First Nations arts, culture and knowledge systems and contribute to a professional, viable and ethical First Nations arts sector in line with the principle that First Nations arts and culture are First Nations led

Guided by its Reconciliation Action Plan, the Gallery is committed to elevating and respecting First Nations' knowledge, perspectives, experiences and culture. Priority programs planned in 2024 that celebrate First Nations arts, culture, and people include:

- presentation of major new acquisition Mial by Kamilaroi and Bigambul artist Archie Moore at the forefront of the collection galleries
- Yuwi artist Dylan Mooney's live-streamed drawing performance for the 2024 Enlighten Festival, and
- Marri Ngarr artist Ryan Presley's major site-specific commission in the Tim Fairfax Forecourt.

The Gallery has set goals to improve the representation of First Nations people in its collection and exhibitions. The Gallery has multi-year targets relating to commissions of First Nations sitters and artists and aims to dedicate at least 20% of the permanent collection display to First Nations Sitters in 2024-25.

The Gallery is also working to ensure that Indigenous Cultural and Intellectual Property Rights (ICIP) are protected and followed when exhibiting art works.

Support and promote artists and ensure they are remunerated appropriately

The Gallery understands that it is a workplace for creatives, encompassing its employees and also the contractors and artists it engages. The Gallery will ensure that it complies with workplace laws and regulations, including any codes of conduct developed by Creative Workplaces that are relevant. The Gallery has a performance measure to remunerate artists fairly by paying at least NAVA rate standards for work that they do. This occurs at all levels of the Gallery's work, including exhibitions, programs, commissions, and prizes.

Provide greater opportunities for all Australians to access arts and culture

The importance of engaging with regional audiences has been cemented through the Gallery's commitment to ensure at least half its travelling exhibitions are exhibited at venues outside of major cities, and to develop an expanded Travelling Exhibition Strategy for implementation in 2024-25. All travelling exhibitions are accompanied by a suite of engagement options to connect stories with regional audiences.

Education engagement onsite, online and on demand continues to be a strong focus for the Gallery's national presence strategy. In 2023 the Gallery has delivered virtual programs in every electorate across Australia and students have visited the Gallery onsite from every state and territory, including over 1700 students from outside major cities. Virtual program collaborations with other National Cultural Institutions supports access to multiple collections through a single connection. This collaborative approach has enhanced the Gallery's reach and will continue to be a key element of the National Presence Strategy in 2024.

The Gallery will continue to expand its digital offering to increase access to arts and culture for all Australians. The Gallery is in the process of recruiting a new executive role dedicated to digital programming. An improved digital offering will enable the Gallery to share the collection with more Australians and ensure a truly national presence. The Gallery will create digital programs aimed specifically at regional and remote areas, with a target of increasing program engagement outside major cities.

The Gallery partners with mobile application developers to bring a range of accessible options to visitors engaging onsite and beyond, including navigation options, audio descriptions and increasing label legibility for those visitors with vision impairment.

Engage in activities to enrich arts and cultural education at all levels

The Gallery has committed to increasing engagement with its educational programs, by increasing participation with schools from primary to tertiary both onsite and virtually. The Gallery's school experience and national presence strategies have driven increased participation onsite at the Gallery and in classrooms across the country. Increased engagement through utilising existing virtual education platforms and maximising onsite attendance through greater program offerings and enhanced curriculum links will continue to be prioritised in 2024. Further, the Gallery acknowledges that education is a lifelong pursuit, and all programs are designed to inform and inspire in an accessible way.

Whole of government cooperation

The Gallery will continue to work cooperatively with the Department of Infrastructure, Transport, Regional Development, Communications and the Arts and other portfolio agencies. The relationship with the Office of the Arts is productive and supportive, and the Gallery will continue to be responsive to requests for input. The Gallery actively seeks collaborative opportunities with other NCIs and has a robust touring exhibition and loans program which fosters meaningful and mutually beneficial connection with regional peers.

Funding commitment and own source revenue

There are plans in place already to increase the Gallery's own source revenue, including to raise \$1 million in private donations through the Gallery's Foundation and generate more than \$3 million from other income streams.

With the recent uplift in Government funding to the Gallery, philanthropy and private giving will shift from supporting core business to encouraging greater artistic ambitions, elevating the Gallery's program and exhibition offerings, and increasing public support and connection.

The Gallery will also focus on growing private sector opportunities through commercial activities, tourism initiatives, partnerships and hospitality offerings that are aligned with the Gallery's brand and enhance visitor engagement with its mission and strategic objectives. In 2024 the Gallery will develop an innovative and evolving destination and visitor engagement strategy to support Gallery to meet its strategic deliverables.

Information management

The Gallery has established governance and reporting arrangements in place consistent with the *Archives Act 1983*, and will continue to work towards a greater maturity level across the agency. The information governance framework and relevant documentation is being reviewed as part of a wider

digital workplace transformation project to support and ensure a robust accountability framework for managing information assets.

Additional reporting

Management at the Gallery meet regularly with the Board and Audit Committee to ensure transparency and compliance. The Gallery will continue its commitment to fiscal responsibility and transparency through regular reporting to all stakeholders including under the *Public Governance, Performance and Accountability Act 2013*.

The Gallery is committed to responding accurately and on time to the Department of Infrastructure, Transport, Regional Development, Communications and the Arts on additional requirements relating to the bi-annual updates on financial performance.

The Gallery will continue to, on an annual basis, review its Strategic Asset Management Plan to ensure fit for purpose. An integral part of the Gallery's Strategic Asset Management Plan is the development and implementation of a Capital Replacement Model. This is a detailed model which demonstrates that the Gallery has considered the likely level of capital it will require over the coming 40 years. The model applies to all built assets and the associated infrastructure that is required to permit the asset to perform to its designed standard.