

CLASSIFICATION



Australian Government

**Department of Infrastructure, Transport,
Regional Development, Communications, Sport and the Arts**

**Secretary
Jim Betts**

EC25-002094

Committee Secretary
Joint Committee of Public Accounts and Audit
PO Box 6021
Parliament House
CANBERRA ACT 2600

via: jcpaa@aph.gov.au

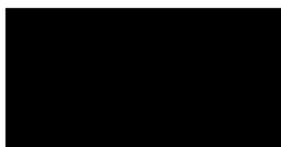
Dear Committee Secretary

The Department of Infrastructure, Transport, Regional Development, Communications, Sport and the Arts (the department) provided a response (via Executive Minute) to Joint Committee of Public Accounts and Audit Report No. 502 *The never-ending quest for the golden thread* on 17 December 2024.

In the response to Recommendation 9, the department agreed to provide the Committee with six-monthly reports on progress to implement Artbank's Strategic Plan for the next two years. Please find enclosed the first progress report on Key Performance Indicators in Artbank's Strategic Plan for the period 1 July 2024 – 31 December 2024 (via Executive Minute).

The department will provide its second progress report (for the entire 2024-25 financial year) in late 2025.

Yours sincerely



Jim Betts

9 July 2025



Australian Government

Department of Infrastructure, Transport,
Regional Development, Communications, Sport and the Arts

Secretary
Jim Betts

EC25-002094

EXECUTIVE MINUTE

ON

JOINT COMMITTEE OF PUBLIC ACCOUNTS AND AUDIT REPORT No. 502

The never-ending quest for the golden thread

General Comments

The Department of Infrastructure, Transport, Regional Development, Communications, Sport and the Arts (the department) provided a departmental response to Report No. 502 on 17 December 2024. Artbank's Five-Year Strategic Plan was included in this response

Under Recommendation 9, the department agreed to provide six-monthly reports for two years to the Committee on progress implementing Artbank's Strategic Plan.

Attached is the first progress report against Key Performance Indicators for the period 1 July – 31 December 2024. The department will report against the full 2024-25 financial year in late 2025.

Signed by:

A black rectangular box redacting the signature of Jim Betts.

Jim Betts

9 July 2025

Attachments

A: Artbank Acquisition Policy November 2024



Artbank Strategic Plan KPI tracking 2024-25 (1 July to 31 December 2024)

1. Artist Support

Encourage the development of contemporary Australian artists and art through the acquisition of artwork of living Australian artists

Refer to Artbank's:

- a) Acquisition and Deaccession Policy
- b) Acquisition and Deaccession Procedure
- c) Artbank Collection Plan 2023-2025

Items	Goals	Actions	2024-25 target	Current (Dec 2024)	Analysis
Curatorial and Artist Support					
Acquisitions	Governance Committee agreement to Annual Acquisition Plan	Artbank team to attend exhibitions, galleries, art fairs and artists' studios, review catalogues and other submissions, develop Annual Acquisition Plan, and provide recommendations to the delegate	Plan Agreed	100%	Target met. 2024-25 Collecting Plan endorsed by Committee.
	Annual acquisition budget expended	Implement Annual Acquisition Plan	>95% expended	78%	On-track to meet Target.
	Annual acquisitions to reflect the diversity of artists active in the art market	Monitor annual acquisitions to support diversity, including but not limited to work by female, non-binary, First Nations and culturally and linguistically diverse artists	>65% diversity group	88%	Target met. 51 out of 58 artists purchased represent at least one diversity group.
Artists	Give all artists an opportunity to pitch to Artbank through an open competitive approach to market	Develop and invite submissions for an open and competitive process	1 open process	In progress	Exploratory planning commenced.
	Build the profile of artists in the collection	See Function 4 – Public Program and Marketing			



2. Client Leasing

Promote the value of Australian contemporary art to the broader community by making this art accessible through an artwork leasing scheme

Refer to Artbank's:

- a) Client Services Policy 2023-2028
- b) Client Services Procedures
- c) Client Leasing Plan 2023-2028

Items	Goals	Actions	2024-25 target	Current (Dec 2024)	Analysis
Client Leasing					
Increase proportion of the collection leased	Generate up to 70% of the collection's potential leasing value – noting that this target will be reviewed annually	Meet yearly targets	Up to 57%	56%	Client leasing is on-track, projections indicate the 57% target will be achieved before 30 June 2025.
		Implement actions in Client Leasing Plan to attract new clients	+60 (net 30)	+45 (net 17)	A net increase of 17 clients FYTD, on-track.
	Enhanced presence in Perth and Brisbane to increase leasing in WA and Qld	Investigate feasibility of new: <ul style="list-style-type: none">- Perth premises- Brisbane Art Consultant	100%	50%	Ongoing research on potential locations for Perth Premises. Brisbane Art Consultant commenced on 30 Sept 2024.
	Ensure appropriate charging for leasing services	<ul style="list-style-type: none">- Undertake a three-yearly collection valuation on which rental fees are calculated.- Undertake a rental pricing analysis for Committee consideration- Action agreed recommendations from the rental pricing analysis.	Complete Analysis in 2023-24 Actioned	Planned 100% 100%	Christopher Menz and JLL have been engaged to conduct this before EOFY 2024-25 Rental rates have been adjusted as required and high value scale has been implemented, no negative feedback received from clients.



Clients	Understand client needs, preferences and levels of satisfaction	Undertake an annual client survey	100%	Planned	Annual Survey to be sent in Q3.
	Provide opportunities for gallerists and other industry professionals to meet with Artbank	Host <i>Artbank Unpacked</i> in each capital city over a two-year period	4	On track	Artbank Unpacked to be held in Sydney in April 2025 Artbank Unpacked to be held in Canberra 13 May 2025 Artbank Unpacked to be held in Melbourne in May 2025 Artbank Unpacked to be held in Brisbane in June 2025
	Maintain client numbers across embassies and other Australian Government offices globally	One client services team member to support international clients, primarily through liaison with the Dept of Foreign Affairs and Trade	≥90 clients	98 clients	Target met.
Lease management	Renewed lease agreements in place prior to expiration of previous agreement	Artwork renewals created and issued six weeks ahead of the renewal date	≥90%	92%	Target met.
	New lease agreements in place prior to works being installed	New lease agreements drafted within a week of artworks and venues being confirmed	≥90%	100%	Target met
	Reduced administration in the client leasing area	Investigate the feasibility of offering lease agreements of more than 12 months duration. Action as needed.	100% scoped	Investigated	Current system restrictions and financial reporting processes prevent agreements from being longer than 12 months. Other applications are being investigated to reduce the administration in this area.



3. Managing the Artbank Collection

Manage the collection on behalf of the Australian Government.

Refer to Artbank's:

- a) Preservation Policy
- b) Condition Report Procedure
- c) Conservation Plan 2023-2028

Items	Goals	Actions	2024-25 target	Current (Dec 2024)	Analysis
Registration and Collection Management					
Stocktake	Maintain an accurate record of the collection	Annual stocktake submitted to the ANAO	100%	Planned	At 31 December the stocktake plan had been agreed to be conducted on 21 and 22 February 2025 in Sydney, Melbourne and Perth.
Registration	Maintain accurate records for each artwork	For each artwork: <ul style="list-style-type: none">- hold a record in EMu collection management system- augment EMu data with leasing information in Workflow and SAP- align these records	100%	100%	Target met. 11,155 artwork records are held and maintained in the Collection Management System Emu. All of this information is aligned in SAP. Registration team have worked with Assets Team to ensure 100% accuracy in alignment between Emu and SAP records.
	Successfully process a high volume of artworks	Manage systems for handling, packing, dispatch and movement of artworks	≥3000 p.a.	1,455	Approx. 50% of target reached in the first half of the FY.
Condition Reporting	Maintain the condition of each artwork	Complete a condition check for each artwork when it enters or leaves the store or when damaged or proposed for deaccession	≥90%	96%	Target met. 1,395 of 1,455 works moved have been condition checked.
	Improved monitoring of leased high-value artwork	Two-yearly reports for high-value works that are offsite	50%	72%	Target met. 45 reports have been conducted.



Conservation	Maintain the condition of artworks and protect the collection in the event of an emergency	Maintain and implement an annual Conservation and Maintenance Plan. Maintain a Counter Disaster Management Plan and undertake annual staff training	100%	100%	Target met. Counter Disaster Plan is being revised and updated in 2025 by Artbank's Conservator, and staff training will follow.
--------------	--	---	------	------	---



4. Public Program and Marketing

- Encourage the development of contemporary Australian artists and art through the acquisition of work of living Australian artists
- Promote the value of Australian contemporary art to the broader community by making this art accessible through an art leasing scheme

Refer to Artbank's:

- a) Annual Public Program
- b) Annual Marketing Plan

Items	Goals	Actions	2024-25 target	Current (Dec 2024)	Analysis
Public Programming					
Promote the collection and leasing scheme	Promote the value of contemporary Australian art and raise awareness of the collection and leasing scheme	Energise the collection and attract potential clients through a dynamic range of collection-related public events including: <ul style="list-style-type: none">- exhibitions- biannual Artbank open submissions process- sessions with industry stakeholders- periodic extended opening hours- artist and curator talks Linked with external cultural events and organisations where possible	18 events p.a.	12	4 Artbank Open events at Artbank Melbourne and Sydney. 3 external party tours of Artbank premises 4 Artbank-led tours of Sydney Contemporary Art Fair 1 floor talks at Artbank client premises
		Investigate the feasibility of activating the Melbourne studio	2 p.a.	Investigating	Ongoing discussion with local council in Collingwood. Scoping documents have been reviewed by the department's WHS, legal and property teams.
Resourcing	Public programming efforts maximised through enhanced planning, delivery and promotion	Devote additional resources to the oversight and delivery of the public program, including marketing and audience engagement	Public Program delivered	In progress	The public program is planned in advance and monitored by fortnightly meetings for each site.



Marketing	Public programming efforts maximised through a co-ordinated Marketing Plan	Develop and deliver a marketing plan to complement the public program, including: <ul style="list-style-type: none"> - clear branding to differentiate the various events across the three premises - collateral for social media campaigns - on-line publication of the annual public program 	100%	100%	Target met. Artbank Public Engagement Strategy complete. Artbank Social Media Strategy drafted. Branding development across Syd, Melb, Perth and Brisbane budgeted for, underway. Artbank 2025 program announcement scheduled for Feb 2025, with small website developments in train to facilitate online publication.
		Details of artworks kept current on the website	≥90%	90%	Target met. Continual improvements, with website upgrade. Reliant on Curatorial and Registration completing the required information, such as web narratives and key wording.
		Update website capability for mobile devices		Planned	Small change has improved mobile functionality, further improvements to occur with website upgrade.
	Build awareness and maximise outcomes from the Public Program	Measure impact by collecting and analysing website visitor metrics	100%	100%	Target met. Metrics reported in this report.
	Improve digital reach to better promote Artbank's services	Labels on newly leased artwork to include a QR code that links to information on the art and artist	100%	Planned	Target partially met. Registration and curatorial team to work on this. Video links have now been integrated into the website narrative field and can be displayed via QR code.
	Enhanced website use of artwork narratives and other information from Emu	Website re-design to improve searchability and integration with EMu data, and to minimise double data entries.	-	-	(date tbc - pending departmental funding)



5. Governance and Accountability

Ensure that governance and operations comply with relevant Government legislation and rules.

Items	Goals	Actions	2024-25 target	Current (Dec 2024)	Analysis
Governance	Governance Committee has clear oversight of Artbank compliance, and its delivery against the Strategic Plan	Committee to meet four times per annum. Artbank to provide secretariat, report against the Strategic Plan and progress relevant action items	4 p.a.	On target.	The Governance Committee continue to meet 4 times per year. Two meetings held so far this financial year (12/7/2024, 13/11/2024)
	Governance Committee to track progress against ANAO Audit recommendations	Artbank to report to the Committee against the ANAO Audit recommendations (2 years to complete)	100%	Complete	Audit Recommendations were closed as actioned in June 2024.
Relevant Money	Compliance with the Public Governance, Performance and Accountability Act 2013 (PGPA Act) and AAls	Develop and maintain annual collecting plan, endorsed by the Governance Committee.	100%	100%	Target met. 2024-25 Collecting Plan endorsed by the Governance Committee, and published on the Artbank website.
	Compliance with the <i>Commonwealth Procurement Rules</i> (CPRs) (Dept of Finance 13 June 2023)	Including: <ul style="list-style-type: none">- all proposed expenditure to include a value for money assessment and appropriate records kept	100% compliant	100%	Target met. All expenditure includes a value for money statement to the relevant delegate. Records are kept appropriately.
		<ul style="list-style-type: none">- all contracts valued at or above \$10,000 reported on AusTender within 42 days of entering the contract	100% reported	100%	Target met. All purchases at or above \$10,000 are registered through the department's procurement portal and reported on AusTender.



		<ul style="list-style-type: none">- Artbank's procurement plan linked to the Department's Annual Procurement Plan	Linked	Complete	Annual Collecting Plan is linked to the Department's Annual Procurement Plan.
	<p><u>Align with art market methodologies</u> For art acquisitions, Artbank will adhere to CPRs Limited Tender, Rule 10.3 (d) (i):</p> <p>10.3 A relevant entity must only conduct a procurement at or above the relevant procurement threshold through limited tender in the following circumstances:</p> <p>d. when the goods and services can be supplied only by a particular business and there is no reasonable alternative or substitute for one of the following reasons:</p> <p>i. the requirement is for works of art</p>	<p>All expenditure of relevant money from the Artbank Special Account to:</p> <ul style="list-style-type: none">- align with Artbank's purpose- comply with agreed plans and procedures, including compliant delegate approval processes, record keeping and reporting- be supported by relevant agreements, contracts or quotes <p>be monitored and the outcomes measured and evaluated</p>	100%	100%	<p>Target met.</p> <p>Amendment to Acquisition Policy and associated meeting minutes and approval documents endorsed by the Governance Committee, November 2024.</p> <p>Decisions for all proposed works are minuted and align with the current Collecting Plan.</p>
	Maintain unpaid leasing fees at less than 15% of the total value of leases	Debt management process implemented - art consults to liaise with clients, then escalated to the Departments finance team then debt recovery as needed	<15%	On track	<p>On track to meet Target.</p> <p>Art Consultants maintain frequent contact with clients and are actively chasing debt.</p>



6. Organisational Assets – People, Premises, Resourcing

Items	Goals	Actions	2024-25 target	Current (Dec 2024)	Analysis
People	Recruit and retain staff with the appropriate expertise to deliver this Strategic Plan	Design the staff structure to align with organisational priorities and re-assess each time a position becomes vacant.	Monitor staff resourcing	Continued.	Staff resourcing is monitored and adjusted in line with organisational priorities. Including the engagement of a conservator and an art consultant in Brisbane.
		All staff to undertake Thrive@Work Performance Reviews in-line with Departmental HR requirements	100%	100%	All staff are compliant.
		All staff have access to the Department's HR support programs, including learning and development	100%	100%	All staff have access to and are aware of how to utilise these services.
	Maintain clear lines of communication across the team	Convene regular all-staff meetings and other curatorial, registration, leasing and administration meetings as required	20 p.a.	Target Exceeded	All staff meetings are held every second Tuesday. Technical area meetings are held fortnightly. Acquisition meetings are held as required.
Premises	Maintain fit-for-purpose premises in Sydney, Melbourne and Perth	Liaise with the Department's property team to undertake the annual premises inspection and update the building maintenance plan.	1 inspection	On track	Collingwood property inspection has been complete. Waterloo inspection to be conducted before 30 June 2025.
Resourcing	Funding available towards delivery of this Strategic Plan	Assess leasing income and develop an appropriate annual budget to support activities across Artbank's six functions	Budget developed	Complete	Artbank maintains a yearly operational budget to manage expenses and revenue.