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25 September 2020

The Hon Paul Fletcher MP
Minister for the Arts
Parliament House
CANBERRA ACT 2600

Dear Minister

NATIONAL PORTRAIT GALLERY – RESPONSE TO STATEMENT OF EXPECTATIONS

Further to your letter dated 27 August 2020, I am pleased to provide you with a response from the National Portrait Gallery of Australia to your Statement of Expectations for 2020-2021. The response has been endorsed by the Board.

Yours sincerely



Dr Helen M. Nugent AO
Chairman

Encl: Response to Statement of Expectations

NATIONAL POTRAIT GALLERY OF AUSTRALIA – RESPONSE TO STATEMENT OF EXPECTATIONS

The Gallery has defined four strategic pillars that build on past achievements and support its future aspirations. They are:

- Enliven the collection
- Engage with audiences
- Increase support, and
- Invest in people and resources.

These four strategic pillars align with your Statement of Expectations as follows:

Providing National leadership and fostering collegiality within the arts sector to assist with its recovery from COVID-19 – aligned with Enliven the collection, Engage with audiences and Invest in people and resources

The Gallery will work with the Australian Government, local government, artists, subjects, the visiting public, donors, sponsors and benefactors as well as other stakeholders to assist with the recovery from COVID-19. We will also work collaboratively with other national collecting institutions.

The Gallery is committed to assisting the Australian arts community to recover from the devastating impact of COVID-19. We will again offer the *National Photographic Portrait Prize*. In that context, the Gallery will seek out, research and acquire portraits portraying the richness of our national identity.

In addition, during FY 2020-21, the Gallery will initiate at least two new commissions that combine important and diverse Australian artists and sitters. It will also work to ensure the best available portraits of sought-after sitters are purchased or donated annually, in line with the Collection Development Policy.

For the safety of staff and the public, the Gallery will ensure there is continued compliance with legislation relevant to public art museums and all required COVID-19 measures.

Contributing to economic activity and recovery as social restrictions ease, particularly in regional centres, through touring and other outreach activities – aligned to Enliven the collection and Engage with audiences

Over the life of its corporate plan from 2020 to 2024, the Gallery plans to present innovative and insightful exhibitions, complemented by associated public programs that attract and inspire audiences, ensuring there is a balance between exhibitions with broad, popular appeal and exhibitions which attract various niche audiences. We will also provide creative touring programs that enrich the communities in which they are presented.

Specifically, and subject to COVID-19 requirements and health regulations, during FY 2020-21 the Gallery will work towards:

- Reaching one million people through onsite exhibitions, public and educational programs, digital and online programming;
 - Presenting a national travelling exhibition program at eight venues;
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- Providing educational programs to 23,000 students, which support the curriculum both onsite and through streaming technology; and
 - Ensuring 20,000 people participate in public programs, 4000 of which are paid programs.

Focussing on how Gallery activities can further encourage social cohesion and foster diversity and inclusion – aligned with Engage with audiences and Invest in people and resources

The Gallery will work with stakeholders to further encourage social cohesion and foster diversity and inclusion through the following:

- Deliver a suite of personalised and informative visitor experiences that grow audiences and deepen their engagement with the Gallery;
- Produce outstanding periodic and exhibition publications to promote and foster engagement with the Gallery and portraiture;
- Strengthen international relationships with relevant cultural institutions;
- Continue our online campaign with broad public appeal to attract a national audience, including people who can only visit online; and
- Ensure that the Gallery's stories are used as the basis of stimulating stories in the media and are used to create a vibrant presence on social media and through the Gallery's website and publications.

During the FY 2020-21, the Gallery will work to ensure arts education and public programs are delivered:

- Research, design and deliver public programs that enhance the collection and temporary exhibitions and allow diverse modes of access to the themes of exhibitions and seek ways to expand on those themes;
- Continue to develop a Virtual Excursion program;
- Provide educational programs which support the curriculum both onsite and through streaming technology;
- Continue to provide a suite of family programs: Family Space, ArtCart, Drawn In, Little Faces, Portrait Play, Story Time, Winter Festival;
- Extend VTS partnerships with schools throughout Canberra and the regions;
- Maintain partnerships and programs with performance groups and performing artists and visual artists for workshops / programs / projects; and
- Continue to research and foster relationships with millennials through the Fresh Faces program.

Continuing to champion and showcase our Indigenous cultures for the education, enrichment and benefit of all Australians – aligned with Enliven the collection, Engage with audiences and Invest in people and resources

The National Portrait Gallery has embarked on its reconciliation journey by committing to undertake Reconciliation Australia's Reconciliation Action Plan (RAP) Framework. Over FY 2020-21, the Gallery will work towards finalising approval and implementing the goals of its Reflect RAP and continuing to develop relationships with Aboriginal and Torres Strait Islander stakeholders.

The Gallery, in a review of its Collection Development Policy, will represent First Nations sitters and artists.

Additionally, the Gallery will also provide repeat programs for Aboriginal and Torres Strait Islanders' awareness for the Department of Foreign Affairs and Trade.

Maintaining the Gallery's financial sustainability, including through exploring opportunities to further grow private sector support and increase own-source revenue – aligned with Increase support, and Invest in people and resources

The Gallery continues to develop relationships with donors and other stakeholders to facilitate collection development and project support. During FY 2020-21, we will:

- Undertake an audit of the past three years of philanthropic giving to inform a plan designed to increase growth in the number of donors and income earned;
 - Reinforce the Donors and the Circle of Friends Program to promote donations for new commissions and support the exhibitions program;
 - Deepen relationships with potential donors and nurture those who currently support us;
 - Attract new partners to seasonal exhibitions and deliver exemplary benefits to partners;
 - Build brand equity to leverage partnerships in new markets;
 - Diversify the events offered to members to attract a greater proportion of the membership base; and
 - Create an events program designed to bring members and donors closer to the Gallery through exclusive, behind-the-scenes events.
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