

NATIONAL PORTRAIT GALLERY

CORPORATE
PLAN
2011-2014

Giving a face to the Nation
Revised 12 May 2012

PURPOSE

The purpose of the National Portrait Gallery is to increase the understanding and appreciation of the Australian people – their identity, history, culture, creativity and diversity – through portraiture.

To achieve its purpose the Gallery will:

- develop and maintain a representative collection of high quality portraits of subjects who have made a major impact upon Australia;
- enhance the cultural value and accessibility of portraiture through displays, exhibitions, publications, partnerships and online programs;
- foster enquiry, research, discussion, interpretation, participation and enjoyment of portraiture through learning and public access programs

CONTEXT

The National Portrait Gallery (the Gallery) houses the national collection of portraits of historically important and high achieving Australians. As a member of a group of national collecting institutions the Gallery is unique in its exclusive use of portraiture to explore Australian culture, history, individual achievement and identity.

The Gallery's growing success is confirmed through the highly positive response from the Australian public to the new facility located on King Edward Terrace, the extended collection displays, innovative programming, outreach and online services and award winning visitor experience. Since opening the new building in December 2008 the Gallery has welcomed over 1.4 million visitors.

To build on these achievements and to continue to develop the Gallery as an inspirational museum of international standing, the Corporate Plan 2011-2014 identifies four strategic priorities.

The Gallery will change its governance arrangements on 1 July 2013 to become a Statutory Authority. To ensure sustainability into the future the Gallery will grow philanthropic and corporate support through a range of enterprising approaches.

The Gallery will consolidate the existing audience base and build new audiences with a truly national approach to programming. The Gallery will increase access to the collection and learning activities through expanded research and dedicated online programs and will invigorate and further develop exhibition and outreach programs with the support of regional, national and international partnerships.

The Gallery will explore the opportunities for expansion of the building facility (Stage 2) to allow greater programming capacity and flexibility, and enhanced service provision for the benefit of all visitors.

STRATEGIES AND ACTIONS

1. COLLECTION

Develop and maintain an outstanding collection of high quality portraits across time and media that reflects the diversity and culture of Australia.

We will continue to:

- 1.1 Seek out significant portraits for acquisition and identify sitters for new commissions with an emphasis on the diversity of the subjects, working towards a balanced representation of Australian achievement
- 1.2 Foster relationships with collectors, dealers, academics and other key stakeholders to encourage the donation and loan of appropriate portraits to the collection
- 1.3 Maintain, conserve, store and protect the Collection in accordance with international museum standards and legislative obligation
- 1.4 Expand the digitization program to support the effective management of all collection material and associated documentation

We will undertake the following major activity:

Scope the scholarly research program with academic and institutional partners to raise the profile and knowledge of the National Portrait Collection, to increase understanding of the art of portraiture and to build the Gallery's reputation, over time as a centre of excellence for research and scholarship on Australian Portraiture. This program will be developed as resources allow.

PERFORMANCE MEASURES

- Significant portraits reflecting the diversity of the Australian nation are purchased and donated and up to 2 portrait commissions initiated annually
- Collection is maintained in accordance with international museum standards and legislative requirements
- Zero preventable incidents of damage or deterioration to works of art
- Collection held in high regard as an integral part of the Nation's cultural collections as measured by positive media response and peer commentary
- Level of scholarly research and publications contributing to collection, program development and knowledge of Australian portraiture

2. ACCESS AND AUDIENCE

Increase the understanding of and engagement with the Collection and the art of portraiture by broad and diverse audiences through exhibitions and displays, publishing, learning and public access programs, and enhanced online programs.

We will underpin this access through:

- 2.1 A program of themed enhancements to the Collection displays
- 2.2 A rich and innovative exhibitions program exploring historical and contemporary Australian and international portraiture
- 2.3 Extension of the touring exhibitions program regionally, nationally and internationally as resources allow
- 2.4 Learning programs and resource materials on the Collection and Australian portraiture for schools, universities and other educational institutions
- 2.5 A stimulating and engaging program of tours, lectures, screenings, workshops and interactive experiences to encourage dialogue and debate
- 2.6 Implementation of a promotional campaign to invigorate and build national profile, increase awareness and attract new audiences
- 2.7 Implement an online communications strategy to highlight Collection developments, encourage membership nationally and internationally and promote Gallery achievements
- 2.8 Continuing to make information on the Collection and portraiture publicly available through publishing quality books and catalogues, *Portrait* magazine and learning resources

We will undertake the following major activities:

Redevelopment of the Gallery's website with enhanced search and interactive capability and increased content to extend access to the Collection, exhibitions, learning and interpretive programs and resources.

Implementation of the Office for the Arts cross agency key performance indicators to enhance program planning and service delivery, particularly to regional Australia.

PERFORMANCE MEASURES

- At least 6 temporary exhibitions, and 2 enhancements to collection displays annually
- Exhibition and learning program reputation maintained as informative, engaging and enjoyable by the majority of visitors as measured through audience evaluation and service charter feedback
- Level of response to a range of public learning programs and events undertaken annually
- Travelling exhibitions are presented in each state and targeted international venues as resources allow
- Increased visitation to Gallery online programs with particular emphasis on a quality experience
- Increased visitation to Gallery by new audiences
- Information on the collection and programs is increased and accessible to the public via the Internet and social networking
- *Portrait* magazine published quarterly and to a high standard

3. PARTNERSHIPS

Increase support for the Collection and Gallery programs and develop partnerships with collecting institutions and appropriate bodies in Australia and overseas, to facilitate loans, exhibitions, knowledge sharing and professional development.

We will continue to:

- 3.1 Identify potential donors to encourage bequests of money, and gifts of significant portraits
- 3.2 Develop the Circle of Friends program to diversify and grow the membership base, regionally and internationally
- 3.3 Seek grants from government to support the annual exhibition program
- 3.4 Maintain sponsor programs and seek new sponsor partners for specific programs, projects, and events
- 3.5 Maintain and develop relationships with collecting institutions, private collectors, scholars and academics, and organizations that recognise Australian achievement to foster partnerships for research, exhibition projects and loans, and annual lecture program
- 3.6 Maximise formal information- sharing opportunities with the network of international portrait collecting institutions
- 3.7 Foster relations with government, tourism industry, and local and national media

We will undertake the following major activity:

Development and implementation of a targeted fundraising strategy with associated communications campaign to build relationships and increase acquisitions, research and program funds in the long term, from the private sector.

PERFORMANCE MEASURES

- Level of philanthropic support and number of gifted portraits
- Level of retention and growth in Membership program
- Level of private sector financial and in-kind support
- Number of loans, international exhibitions, international speaker/s
- Gallery Director attends the biennial forum of international Portrait Gallery Directors
- Networks developed and maintained
- Level of support and increase in national profile

4. RESOURCES

Develop our staff, review business practices, maintain infrastructure to the highest standards and increase our revenue base.

We will continue to:

- 4.1 Maintain a professional environment that facilitates the attraction and retention of skilled and qualified staff and in which staff are encouraged to contribute to the maximum of their abilities
- 4.2 Review staff structure and audit skills to align resources with operational and prioritised program delivery and development
- 4.3 Ensure staff operate within the Australian Public Service Code and Museums Australia Code of Ethics, and comply with Workplace Health and Safety and Diversity obligations
- 4.4 Provide a safe and comfortable environment for staff and visitors
- 4.5 Maintain the building, and enhance facilities and operating systems to meet or exceed designed life expectations
- 4.6 Implement environmentally sustainable policies and practices to minimise the Gallery's negative impact on the natural environment
- 4.7 Deliver efficiencies in the management and use of resources and continue to review policy and procedures to enhance services
- 4.8 Maximise revenue generation through commercial operations, programs, external partnerships, and government sources
- 4.9 In consultation with the original building architects, review public, administration, preparation and program delivery spaces to scope building development options

We will undertake the following major activity;

The Gallery will change its governance status on 1 July 2013 and become a Statutory Authority. Planning and transitioning to the new arrangements on time, and on budget while minimising risk will be a priority.

PERFORMANCE MEASURES

- High staff retention rates relative to comparable institutions
- All staff have performance management agreements
- Positive feedback from visitors, staff and other stakeholders
- Zero preventable incidents of infrastructure or systems failure or disruption
- Environmental practices meet international best practice museum benchmarks
- Appropriate return on investment from commercial operations and activities
- Self-generated revenue partially offsets program costs and government appropriation is sustainable (greater than 10% of all revenue)
- Successful transition to a Statutory Authority by 1 July 2013