

NATIONAL PORTRAIT GALLERY

CORPORATE PLAN 2011-14

The Challenge Ahead

The reduction in the allocation of Grant-in-Aid through the 2010 Spending Review poses the greatest challenge to the Gallery in its recent history. While the Gallery remains very successful through its recent and current exhibitions, displays and activities, as well as in research and the development of the Collection, it will take great determination to ensure that the public programme remains vibrant over the years ahead. It is the Gallery's central objective to share as widely as possible its passion about British history and the importance of portraiture - with free access to the Collection - and continue to excite and interest a broad audience in London, around the country and through the internet.

The cuts fall over a four-year period and the Gallery's finances will be under pressure over these years, requiring savings to be found, further efficiencies implemented and income increased from trading, individuals, businesses and trusts, catering franchise and venue hire. The recession continues to depress particular areas of the economy which have previously provided support for the Gallery – finding additional sources of support is therefore essential.

Finding more support is particularly crucial as the Gallery wishes to continue to develop new and diverse audiences in London and around the UK, to offer learning, outreach and partnership work, to develop excellent online resources and to renew its facilities and services at St Martin's Place.

As a museum displaying the many strands of British history, mixing discussions around identity with questions of achievement and representation in Britain today, the National Portrait Gallery is at the heart of British cultural life and valued for its displays, exhibitions and learning activities. Over the next four years the National Portrait Gallery Trustees, staff and volunteers want it to develop further as an engaging place to visit and as an inspirational guide to the well known, and less well known, figures of British history.

Response and Development

The Trustees are determined to ensure that the quality and balance of the Gallery's public offer is not compromised as a result of the public funding cuts.

A number of key points emerge for the new Plan:

- This new Corporate Plan will be based around four key themes:
 - **Maintaining the public programme** – exhibitions, displays, learning activities and digital work
 - **Researching, developing and sharing the Collection** particularly through the National Programme
 - **Promoting enterprise and engagement**
 - **Increasing sustainability** – of financial, environmental and internal systems – and working more closely with other museums and galleries to pool resources

- Updating the longer-term Strategic Plan, recognising that our financial resources will not be sufficient to achieve all the ambitions currently expressed.
- Renewing the Board of Trustees to deepen the skills set of the Board to support the Gallery in achieving the Strategic and Corporate Plan objectives.

How the Gallery proposes to deliver the four themes is described in more detail on pages 4 and 5.

We wish to be a trusted national and international partner, and an organisation in which enterprise and creativity are recognised and valued. This is essential for various strands of our activities, from acquisitions and research, to displays, exhibitions, digital, outreach, learning and other public programmes, and including our relationship with supporters and donors, as well as improving work in marketing, design, research services, training, professional development and advocacy.

Building on Success 2010-11

Although challenging 2010-11 was, nonetheless, a successful year for the Gallery, and the Trustees and staff are determined to build on this success in the following years. The highlights and successes of 2010-11 included:

To extend and broaden the range of audiences for the National Portrait Gallery ...	To develop the Collection ...
<ul style="list-style-type: none"> • A very high number of visits to the Gallery, exceeding 1.75m. • Continued high number of visits to the Gallery’s website, over 13.7 million. • Completed the Strategic Commissioning programme, creating displays with regional partners and launching the Cultural and Media Diploma. Further developing the Subject Specialist Network, including full seminars and increased membership. • Successful extension of the prize-winning advertising campaign ‘Take Another Look’. • The <i>Next Generation</i> programme with Olympic sponsor BP to inspire young people through the creative input of previous <i>BP Portrait Award</i> prize-winning artists. • Further use of social networking as part of the marketing strategy. • Launch of the <i>Late Shift</i> and achieving a great percentage of young visitors during evening opening. • 63,000 copies of Gallery publications sold worldwide. 	<ul style="list-style-type: none"> • Further development of the Collection, including the five-year loan of the portrait of Ayuba Suleiman Diallo. • Completed commissions of important contemporary sitters, including Sir Martin Evans, Dame Anne Owers and Sir Michael Parkinson. • Installed and maintained the innovative Isabella Blow sculpture by Noble and Webster. • New commissioned photographic portraits with <i>The Road to 2012</i> in partnership with BT, with a developing community and digital programme.
To increase the understanding of and engagement with the Collection ...	To maximize the financial resources ...
<ul style="list-style-type: none"> • A programme of successful exhibitions, 	<ul style="list-style-type: none"> • Successful fourth year of trading by the

<p>displays and publications – <i>Irving Penn Portraits, Indian Portrait, Camille Silvy, Thomas Lawrence: Regency Power and Brilliance</i>, as well as the continuing success with the contemporary competitions <i>BP Portrait Award</i> and the <i>Taylor Wessing Photographic Portrait Prize</i>.</p> <ul style="list-style-type: none"> • Continued work on major research projects, notably <i>Making Art in Tudor Britain</i>. • Published the first tranche of the <i>Later Victorians Catalogue</i>. • Catalogued, with a grant from The National Archives, the papers of the first Gallery Director, Sir George Scharf. 	<p>Gallery’s subsidiary trading company.</p> <ul style="list-style-type: none"> • Successful year for Gallery publications. • Refurbishment of the Gallery’s main shop and relaunch of the online shop and print on demand service. • Herbert Smith sponsoring the Gallery’s 2011 and 2012 Spring Season. • Signing up KPMG as new sponsors to the Gallery for a major exhibition. • Securing sponsorship from FTI for a 2 year programme of late night opening during 2010-11. • Creation of an Investment Committee, preparing and implementing an investment strategy. • Renewal of Taylor Wessing support for the Photographic Portrait Prize for 2010/2011/2012.
<p>To develop staff ...</p>	<p>To bring the buildings, technical and managerial infrastructure of the Gallery to the highest standards ...</p>
<ul style="list-style-type: none"> • (ILM) Introductory Diploma in Management courses provided for junior/middle managers. • Reviewed the work of the Visitor Services team and started a programme of development. • Continued Diversity and Equality training programme for all Gallery staff, with Anti-Bullying and Harassment section. • Created data protection training for all staff. • Launch of a staff mentoring programme in collaboration with the Museum of London. 	<ul style="list-style-type: none"> • System improvements including a new telephone system, continued refinements to the website, improvements in accounting for fixed assets and Gallery reserves, and the integration of several IT applications. • Continued the Gallery’s challenging waste management initiative with the re-organisation of arrangements for the separation and recycling of office waste. • Completed arrangements to lease a part of Tate Store at Southwark. • Completed testing of LED lights in the second floor galleries and the sharing of information about reduced energy use with the museums and galleries sector. • Renewed desks and decor of the Gallery Shops. • Replacement of ageing chillers, installation of voltage power perfecter and installation of LED lighting in certain galleries to reduce electrical consumption.

Purpose of the Corporate Plan

This Corporate Plan sets out the Gallery’s thinking for the next three years. The Plan is underpinned by business plans for each of the Gallery’s departments (including registers of key risks) and by personal targets set through discussion with individual members of staff. Each Corporate Plan objective includes a range of activities designed to deliver it, set against a specified timetable. In addition, the Corporate Plan includes a set of Key Performance Indicators which, along with the delivery timetable, are reviewed at regular intervals by the Trustees, the Director and Senior

Management in order to monitor progress in the achievement of the Gallery's objectives and its general performance.

Changing Context

The Plan is set in the context of a fragile economic recovery and with the nation's public services entering a period of austerity following the substantial cuts announced in the 2010 Spending Review. The Gallery is thus facing its most challenging period of recent years, with a 15% cut in its funding from DCMS over the next four years, following on from in-year cuts of 3.5% in 2010/11, but still with high demand from the visiting public for its services. In recognition of this, the Gallery will be reviewing its longer-term Strategic Plan, originally drafted in 2009, to tailor its ambitions to the more restrictive public funding environment.

In the meantime the Gallery has identified four key themes which will feature as priorities within the objectives in this Corporate Plan over the next three years. These are:

- **Maintaining the public programme**

In the face of reduced income it is tempting to cut back on the breadth and range of the exhibitions and displays programme. The Trustees are resolved, nevertheless, to maintain the mix in the Gallery's programme and to minimise the impact of the public spending cuts. There will need to be some changes in the number of displays and in the programme of exhibitions to ensure a balance between more specialist and more popular elements, but this will be carried out in a way that minimises impact on the programme's breadth and quality. Furthermore, the Gallery will continue the commitment to the Cultural Olympiad which provides the Gallery with an important platform to showcase its work during 2012, through the *National Portrait Gallery/BT Road to 2012* and the *BP Portrait Award Next Generation* projects.

- **Researching, developing and sharing the Collection**

The Gallery will continue with its research work by raising further support for major research projects including the Later Victorians Catalogue and by executing the next stages of *Making Art in Tudor Britain*. It will refocus its forward research programme. Even with limited resources, the Gallery's collections will be shared as widely as possible through the National Programme, working with key partners such as the National Trust and North East and South West regions. Completing or undertaking new portrait commissions will continue.

- **Promoting enterprise and engagement**

This includes the Gallery's own trading and other income earning activities, but also supporting the Government's initiatives to encourage greater philanthropic support for the museums and galleries sector by:

- implementing fresh income earning initiatives, fostering strong partnerships and finding additional substantial support – from individuals, corporates, trusts and foundations in spite of the difficult state of the UK and world economies;
- creating a new Development Council to support fund-raising work in all sectors;
- refreshing the membership offer and increasing support from individuals, including attracting support for the exhibition programme in the face of lower levels of corporate sponsorship;

- becoming increasingly more pro-active in promoting venue hire at the Gallery;
 - implementing the key elements of the Operational Review of the Visitor Services team; and
 - continuing to develop the Gallery's digital programmes, the website, and the on-line shop.
- **Increasing sustainability**
 The Gallery must maintain sustainable finances throughout the Spending Review period and beyond – in the knowledge that it is unlikely that public funding will recover to pre-recession levels. It will continue to reduce its impact on the environment by reducing its carbon footprint, and ensure that its systems and procedures utilise resources efficiently. In particular the Gallery will be:
 - maintaining a tight control on its cost base, and ensuring that its finances remain sustainable and stable through the Corporate Plan period and beyond;
 - moving into the new store space within the Tate's Stores at Southwark and Dean Hill, the improvement of the storage of the Collection having been a long-standing priority;
 - planning for the better use of the Gallery's public spaces, and the improvement of its facilities and services, particularly in the run up to 2012; and
 - continue to investigate further the wider installation of LED lighting in the Collection galleries.

The Gallery remains determined and positive about the future. Senior management is confident that the planning it has undertaken in preparation for the impending cuts will place the Gallery in a strong position to respond to the challenges ahead.

There is a great deal to be optimistic about. The future exhibition programme should help to maintain the high visitor numbers experienced in the last three years. The *Road to 2012* project, in partnership with BT, and the *BP Next Generation* project continue to provide the Gallery with a significant contribution to the Cultural Olympiad in the run up to the 2012 Olympic Games. And these projects and the exhibition of Lucian Freud's portraits (also part of the Cultural Olympiad *Festival*) and a further exhibition celebrating Her Majesty the Queen's Diamond Jubilee will provide visitors to London with a very rich cultural offering to supplement the sporting spectacle of the 2012 Olympic and Paralympic Games.

Summary of Gallery's overall aim and key objectives

The Gallery's overall aim (derived from the provisions of the 1992 Museums and Galleries Act) underpins six strategic objectives.

The aim is: "to promote through the medium of portraits the appreciation and understanding of the men and women who have made and are making British history and culture, and ...to promote the appreciation and understanding of portraiture in all media".

The Gallery's **six strategic objectives** remain:

1. To **extend and broaden the range of audiences** for the National Portrait Gallery and its work through access and learning, a higher national and public profile, and effective communication.

2. To **develop the Collection**, creating opportunities for acquisition and commission, while improving its care and conservation.
3. To **increase the understanding of and engagement with the Collection** and the art of portraiture through outstanding research, exhibitions and displays, publishing, regional and digital programmes.
4. To **maximize the financial resources** available through both public and private sector support, trading and licensing and through the effective management of the Gallery's assets and resources.
5. To **develop staff** as an essential resource through the extension of staff diversity, training, development and learning programmes.
6. To **bring the buildings, technical and managerial infrastructure of the Gallery to the highest standards**, including processes, systems, collection storage and staff accommodation.

As part of the 2010 Spending Review settlement the Secretary of State for Culture, Media and Sport included four key expectations that he required all national museums and galleries to fulfil:

- the world-class collections and front-line services of the National Portrait Gallery are to be protected;
- that free entry to the permanent collections of the national museums will continue to be available;
- that the National Portrait Gallery will continue to work in partnership with other museums in the UK; and
- that the National Portrait Gallery will pursue ways to increase its self-generated income, including through private giving.

The Gallery believes that the Secretary of State's stipulations align well with its own six Corporate objectives and the key priorities listed above, nevertheless, certain activities and projects in the Corporate Plan have been identified and included specifically as an acknowledgement of these expectations.

The following section of the Corporate Plan outlines the key priorities the Gallery will pursue during the next three years, in response to the opportunities and risks mentioned above, in order to deliver its principal objectives.

Sandy Nairne
Director

(A glossary of abbreviations is attached at Annex B).

Strategic Objective 1: “To extend and broaden the range of audiences for the National Portrait Gallery and its work through access and learning, a higher national and public profile, and effective communication”.

In the period 2011-14 the Gallery will:

- Hold a broad ranging programme of exhibitions together with innovative presentation and improved interpretation taking into consideration ways to make exhibitions more sustainable and cost effective, and mixing more popular with more specialist subjects in order to maintain overall attendance between 1.6 and 1.9 million.
- Promote the Gallery through the exhibition and displays programme, the marketing programme, publications and targeted programme activity in order to increase awareness of the Gallery and attract a wider audience, and aiming to increase the proportion of BAME, young people and overseas visitors. Maintain some programme of audience research.
- Develop the National Programme with the National Trust, key regions and cities, finding more consistent resources to allow longer-term planning and linkage with the Subject Specialist Network.
- Develop and deliver specific programmes and projects to extend our reach to target audiences, with special emphasis on families and young people through local, London-wide and national engagement activity, linking to outreach projects and community participation.
- Deliver National Portrait Gallery/*BT Road to 2012* project and *BP Next Generation* and *Lucian Freud Portraits* as part of the Gallery’s participation in the Cultural Olympiad leading up to the 2012 Olympic Games.

	Project/Activity	Completion
<i>Department area</i>	<i>Key schemes planned to deliver this objective.</i>	<i>Quarter of Financial Year</i>
Communications & Development	Develop the National Portrait Gallery brand, create a sub-brand strategy, and refresh the brand guidelines. Undertake a programme of some market research.	Q3 2011/12 (Brand Refresh) and Ongoing for research
Communications & Development	Attract new and target audiences by maximising audience development opportunities offered by the exhibitions and displays programme and promotion of ‘Take Another Look’.	Ongoing
Communications & Development	Extend the number and range of Thursday and Friday late night visitors through sponsorship by of <i>Late Shift</i> FTI and creative marketing.	Q3 2011-12
Exhibitions & Collections	Implement programme of SSN seminars, oversee continued mapping of collections and portrait expertise, while seeking sustainable funding.	During 2011-14
Exhibitions & Collections	Deliver the programme of exhibitions listed in Annex A.	Ongoing
Exhibitions & Collections	Deliver the National Programme, including loans activity and touring collection exhibitions.	During 2011-14
Exhibitions &	Cultural Olympiad – facilitate partnership with regional	Q4 2011-12

Collections	venues (including Road to 2012 Tour).	
Learning	Co-deliver the <i>Road to 2012</i> as a photographic portrait of the Olympics with links to outreach work. Conclude Year 1 activity and commence Year 2 activity.	Ongoing
Learning	Develop further content for the enhanced <i>Late Shift</i> programme.	Q1 2011-12
Learning	Third year of Creative participation project for Arabic speaking communities in West London, funded by John Lyons Charity.	Q3 2011-12
Learning	Liaise with Marketing on a visual identity for the 'family offer' to be used across programming, signage, web content etc.	Q2 2011-12
Learning	New KS3/4 Citizenship provision to be developed through consultative practice with teachers and lead advisory bodies.	Q3 2011-12

Strategic Objective 2: “To develop the Collection, creating opportunities for acquisition and commission, while improving its care and conservation”.

In the period 2011 -14 the Gallery will:

- Continue with the ongoing programme of new commissions and acquisitions of portraits and photographs, with a continuing emphasis on the diversity of the sitters.
- Implement the revised policy and action plan for conservation work at the Gallery, taking account of resource and sustainability issues, to improve and enhance the Collection’s care, conservation and storage.
- Consider selective transfers to other public institutions of a limited number of portraits which do not meet fully the collecting parameters of the Gallery.

	Project/Activity	Completion
<i>Department area</i>	<i>Key proposals planned to deliver this objective.</i>	<i>Quarter of Financial Year</i>
Contemporary Curator	Final J.P. Morgan funded commissions to be progressed in 2011-12. Further BP commissioned artists to be allocated sitters in 2011-12.	2011-12 and ongoing
Exhibitions & Collections	Support programmed conservation projects including update of Integrated Pest Management System Policy.	Ongoing
Exhibitions & Collections	Assess effectiveness of conservation facilities and art handling office and frame conservation studio spaces at NPG.	Q3 2011-12

Strategic Objective 3: “To increase the understanding of and engagement with the Collection and the art of portraiture through outstanding research, exhibitions and displays, publishing, regional and digital programmes”.

In the period 2011-14 the Gallery will:

- Implement a planned programme of creative interventions, projects and enhancements to the Gallery’s displays of the Collection, and promote engagement with less visited parts of the Collection.
- Implement the recommendation of the Operational Review and support the important role of the Visitor Services team, developing their potential and linking with the work of other departments.
- Continue to develop the understanding of the Gallery’s Collection through digitisation and associated programmes and services, and continue to extend and enhance the amount of information available digitally on portraits in the Collection.
- Undertake a programme of research designed to raise the profile and understanding of the Collection, and strengthen the Gallery’s reputation as a centre of excellence for research into and understanding of British portraiture, seeking partnerships and other means as appropriate to put the research funding on a more secure footing.
- Explore how to enhance the National Portrait Gallery and the Heinz Archive and Library as the world centre for the study of British portraiture and related subjects.
- Continue to create outstanding loan exhibitions (with national and international collaboration) offering diversity of material and broader interaction, and emphasising links between exhibitions and ongoing research around the Collection and within a tighter framework for managing costs.
- Continue the high quality publishing programme, balancing exhibition catalogues and collection-related books with titles reaching a wider audience.

	Project/Activity	Completion
<i>Department area</i>	<i>Key proposals planned to deliver this objective.</i>	<i>Quarter of Financial Year</i>
Chief Curator	Enhance and review display of the collection: redo room 3 in due course; re-fabric rooms 4/11; explore renewal of cases in rooms 24, 26, 27, 28; renew Balcony Gallery displays.	Ongoing
Chief Curator	Improve interpretation in the Galleries extending contextual information, and ways of accessing it, and consider new approaches in selected displays	Ongoing
Chief	Develop plans to enhance IT Gallery, to increase visitor	Q1 2011-12

Curator	understanding of portraiture and the collections and embracing a wider range of on-site interpretation.	
Chief Curator	Enhance knowledge of Collection by linking Later Victorian catalogue to Search the Collection facility on website, by cataloguing other parts of the collection and by developing links to existing catalogue information.	Ongoing
16 th Century Curator	Continue with <i>Making Art in Tudor Britain</i> project.	During 2011-2014
19 th Century Curator	Publishing travel and exploration tranche of Later Victorians, deciding on next research tranche and identifying funding for it.	Q3 2011-12
19 th Century Curator	Develop academic partners and projects for potential AHRC bids and other projects, maintain AHRC IRO status.	Ongoing & IRO status in 2011-12
19 th Century Curator	Identify resources to place existing collection catalogues online.	Q4 2011-12
Exhibitions & Collections	Deliver the programme of exhibitions listed in Annex A.	Ongoing
Trading	Research and propose books about the Gallery's collection to complement the Gallery's series of guides and other publications.	Ongoing
Trading	Review the Gallery's publishing policy.	Q2 2011-12
Archive & Library	Finish cataloguing and digitising the Large Portfolio engravings collection. Finish cataloguing and digitising the single portraits of British subjects in the Large Portfolio engravings collection.	Q2 2011-12
Archive & Library	Continue to index portraits in other collections on Multi-Mimsy.	During 2011-13
Archive & Library	Continue archive cataloguing project, with new specific targets.	During 2011-14

Strategic Objective 4: “To maximize the financial resources available through both public and private sector support, trading and licensing and through the effective management of the Gallery’s assets and resources”.

In the period 2011-14 the Gallery will:

- Develop further the research and identification of potential donors, for individual memberships, for major donations and to encourage future legacies.
- Maximise low level support from £1-£1,000 and develop on-line giving potential.
- Develop the Patrons and Associates programmes to ensure they remain attractive. Continue to grow individual support towards 10,000 Members by 2015.
- Increase the Portrait Fund, growing the Fund to a sufficient level with a target of £10m by 2015.
- Continue to explore creative and innovative ways of attracting support from companies and individuals to support core funding, and ensure that all staff are engaged with fund-raising priorities.
- Deliver a programme of events for cultivation and fundraising, to maintain trust and foundation support and seek sponsors for exhibitions and key Gallery events and programmes.
- Continue to develop the Gallery’s online offer.
- Explore and evaluate the viability of new services to extend print sales.
- Undertake new initiatives through the Company, so as to increase net returns to the Gallery through present activities and as appropriate through new income streams.
- Deliver efficiencies in the way Gallery resources are managed and continue to control costs and take opportunities to make further savings, through effective procurement and critical examination of existing programmes of activity.

	Project/Activity	Completion
<i>Department area</i>	<i>Key proposals planned to deliver this objective.</i>	<i>Quarter of Financial Year</i>
Communications & Development	Create new Development Council.	Q2 2011-12
Communications & Development	Prepare and implement a strategy for higher level donor support and bequests.	Q4 2011-12
Communications & Development	Deliver both <i>BT Road to 2012</i> and <i>BP Portrait Award Next Generation</i> projects. Continue to explore creative ways of attracting income	Ongoing during 2011-13

	through corporate support, over and above special projects.	
Communications & Development	Generate new business by researching new potential event clients, and Increase Ondaatje Wing Theatre hire through National Portrait Gallery Company and in discussion with Learning.	Ongoing
Communications & Development	Create first Biannual Review – annual review to go to once every two years to make budget savings.	Q2 2012-13
Finance	Monitor the performance of the investments and the investment consultants, and provide support to the Investment Committee.	Ongoing
Trading	Review the online offer and marketing in light of web site Further investment required.	During 2011-14
Trading	Implement initiatives agreed in 2010-11 to help other departments make cost & efficiency savings on the Gallery's print procurement in line with its sustainability objectives, and evaluate results.	Q3 2011-12
Trading/Learning	Implement a charged programme for group visits and set up a charging group visit offer.	Q3 2011-12

Strategic Objective 5: “To develop staff as an essential resource through the extension of staff diversity, training, development and learning programmes”.

In the period 2011 -14 the Gallery will:

- Develop further the Gallery’s diversity and equality programmes.
- Implement structural development and staff training to follow on from the Operational Review.
- Provide the opportunities, support and training to enable Trustees and staff to develop their skills and competencies.
- Build towards achieving a goal of more than 25% of general staffing and 10% of specialist and managerial staffing being from BAME backgrounds by 2015, in order to match better the regional and national population bases from which they are recruited.

	Project/Activity	Completion
<i>Department area</i>	<i>Key proposals planned to deliver this objective.</i>	<i>Quarter of Financial Year</i>
Resources	Implement line manager induction programme.	Q4 2011-12
Resources	Review and update the Gallery’s employment policies noting any legislative changes.	Ongoing
Resources	Finalise Employee Handbook.	Q1 2011-12
Resources	Roll out comprehensive visitor services training and development programme.	Ongoing in 2011-12
Resources	Ensure effective contingency arrangements are in place to meet demands for temporary staff arising from the expected increase in visitors to London and the Gallery for the 2012 Olympics.	Q3 2011-12
Trading	Undertake training programme to improve service levels, visitor conversion rates and customer transaction values.	Q4 2010-11 and ongoing
Learning	Deliver an audience engagement programme for Visitor Services Assistants to support staff and enhance visitor experience in advance of 2012. Up-date Freelancer Guidebook and contractual arrangements.	Q3 2011-12 and Q1 2011-12 (Freelancer Guidebook)

Strategic Objective 6: “To bring the buildings, technical and managerial infrastructure of the Gallery to the highest standards”.

In the period 2011-14 the Gallery will:

- Develop the input and capability of the Trustees to support the overview of the organisation through governance development.
- Develop additional space at the Gallery for essential public, exhibition and Learning Department use if it becomes available through the relocation of areas used for services or staff, or on adjoining sites.
- Develop the facilities including the IT Gallery, encouraging wider engagement with portraiture, and embracing a wider range of on-site interpretation for visitors and meeting the interests of a wide range of particular audiences.
- Seek to continue to improve IT infrastructure through a process of integration and rationalisation.
- Consider an electronic records management system to establish a process for the longer term preservation and sustainability of the Gallery's working records in electronic form.
- Strengthen procurement practices and processes, and seek more sustainable and efficient use of resources, with the commitment to reduce the Gallery's energy use by 10-15% by 2015 and waste to landfill by 80%.
- Introduce improved systems in HR and Finance and Planning Departments.
- Assess the effectiveness of conservation facilities on site at NPG.
- Refine ticketing arrangements and systems, including looking at having a Box Office Manager.

	Project/Activity	Completion
Department area	Key proposals planned to deliver this objective.	Quarter of Financial Year
Chief Curator	Ongoing priority development of Gallery website to enhance the provision of digital information and to engage with a wide range of audiences.	Ongoing
Finance	Continue training programme for Budget Holders and Budget Managers.	Ongoing
Finance	Maintain the profile of the purchase ordering system (Soprano) and continue to introduce improvements to the application as required.	Ongoing
Finance	Continue to embed new fixed asset register and improvements to procedures following the five- yearly revaluation of land, buildings, plant and equipment.	Q2 2011-12
Resources	Reconfigure frame workshop.	Q2 2011-12
Resources	Source and implement HR information	Q2 2011-12

	management system, subject to funding.	
Resources	Refurbishment of the upper basement lavatories.	Q3 2011-12
Resources	Complete Business Continuity Plan and test its resilience.	Q1 2011-12
Resources	Continue to research, produce business cases and implement energy saving projects, including further lighting track replacement.	During 2011-14
Trading	Present the Gallery's publishing policy to Trustees.	Q2 2011-12
Trading	Further develop commercial priorities, processes, management and infrastructure of the Picture Library, including implementing a Creative Commons license for non commercial transactions.	Q1 2011-12
Trading	Implement the Retail re-branding exercise including through new signage, marketing and packaging materials.	Q1 2011-12
Trading	Continue implementation of the R&I Review, including transfer of bespoke prints service to Retail.	Q1 2011-12

Key Performance indicators

Listed below is a set of Key Performance indicators which, together with the progress in implementation of the objectives listed earlier, the Trustees and Senior Management will review to assess the Gallery's overall performance.

Visitor numbers	Minimum number as per Funding Agreement
Visits by BAME and young people	Minimum number as per Funding Agreement
Educational activities for children	Minimum number as per Funding Agreement
Website visits	Minimum number as per Funding Agreement
Collection digitisation programme	To programmed timetable
Membership numbers	Increase to target and maintain
Major donor/sponsorship income	Retention rates/increase level
AHRC analogue status*	Re-accreditation secured in 2010-11
Visitor satisfaction scores	Increase to set target (90%) and maintain
E-commerce revenue	Percentage increase year on year
Sales per Visitor	Percentage increase year on year
Diversity of staff	Improve diversity level to a set target
Meet value for money targets	As per Funding Agreement
Staff Turnover*	Compare to sector standard
Staff sickness rates*	Compare to sector standard
Media coverage of the Gallery	Favourable or unfavourable/extensive or light.

(*performance reviewed on an annual basis)

Risk Management

The Introduction has already described the risks and opportunities arising in the economic, social and political environment in which the Gallery has to operate. These and other risks identified as a potential impediment to the successful delivery of the Gallery's key objectives, are compiled into a Corporate Risk Register. The Gallery's senior management and the Audit and Compliance Committee review this register quarterly to ensure the risk profiles remain appropriate and the controls identified to manage the risks remain adequate and proportionate. The Corporate Risk Register is underpinned by more detailed departmental risk registers which the heads of department and their respective departmental teams regularly review during the year. The Gallery's risk management processes are also reviewed regularly by Internal Audit.

Budget

	2011-12	2012-13	2013-14
	£000	£000	£000
Grant in Aid	7,398	7,277	7,183
Self-generated income	5,375	5,600	4,788
Trading company income	2,185	2,482	2,392
Total resources expended	(15,560)	(14,971)	(14,513)
Transfers and carry forwards	283	171	136
Net surplus/(deficit)	(319)	559	(14)

Budget commentary

The Corporate Plan Budget has been prepared in order to accommodate the 15 % cut in the Gallery's resource grant-in-aid over the four year period 2011-15, to deliver the Trustees' stipulation that the Gallery should maintain the quality of its offer to the visiting public and to ensure the Gallery's finances are sustainable over the period and into the future – (taking the view that grant-in- aid position is unlikely to improve after life of this Parliament). This has presented quite a challenge, but the Gallery has prepared a budget over the period which its senior management are confident should achieve the objectives outlined earlier in this document.

Senior management see four key risks to the Corporate Plan budget:

- Inflation – the Spending Review settlement anticipated inflation running at just under 3% over the period of the Parliament. This is now looking optimistic. If inflation is significantly higher it will increase the Gallery's cost base, putting pressure on the budget.
- UK economy – at the time of writing, UK economic growth appeared to have stalled in the face of the impending public sector funding cuts. The largest element of the Gallery's income is self generated, and this is volatile and dependent to a large extent on the health of the economy. If economic growth remains sluggish over the period, it will be challenging for the Gallery to maintain its levels of self generated income, as consumers and corporates may be less willing to spend.
- Free access to historic reserves – in two of the three years the Gallery will be incurring deficits, which it will need to fund from reserves. Access to these reserves is essential for the Gallery to be able to manage the inherent uncertainties in its income streams. However, access is dependent on approval from Treasury and DCMS, and there is no indication that access to reserves will be granted during the period.
- The Secretary of State has indicated in his allocation letter that he may alter the allocations in 2013-14 and 2014-15 by up to 5%, which would have an adverse impact on the Gallery's budgets if alterations resulted in a further cut in the Gallery's grant-in-aid. If this was the case, the Gallery would need to recast its budgets to find further savings to ensure that its financial position remained sustainable going forward.

These risks will be monitored closely over the period.

Annex A

National Portrait Gallery

Exhibitions Programme 2011-14

	WOLFSON GALLERY	PORTER GALLERY
2011	Hoppé Portraits: Society, Studio and Street 17 Feb – 30 May 2011 40,000: £12	Ida Kar: Bohemian Photographer, 1908 - 1974 10 Mar – 19 Jun 2011 40,000: £3
	BP Portrait Award 2011 16 Jun – 18 Sep 2011 220,000: free	Glamour of the Gods: Hollywood Portraits Photographs from the John Kobal Foundation 7 Jul – 23 Oct 2011 55,000: £6
		The Queen: Art and Image Edinburgh 25 Jun – 18 Sep 2011
	The First Actresses: Nell Gwyn to Sarah Siddons 20 Oct 2011 – 8 Jan 2012 35,000: £11	Photographic Portrait Prize 2011 10 Nov 2011 – 12 Feb 2012 85,000: £2 (tbc)
		The Queen: Art and Image Belfast 14 Oct 2011 – 15 Jan 2012
2012	Lucian Freud Portraits 9 Feb – 27 May 12 160,000: £14	Contemporary Collection display Mar – Apr 2012 Collection: free
		The Queen: Art and Image Cardiff 4 Feb – 29 Apr 2012
	BP Portrait Award 2012 21 Jun – 23 Sep 12 220,000: free	The Queen: Art and Image 17 May – 21 Oct 2012 110,000: £6
	Henry Prince of Wales Oct 2012 – Jan 2013 25,000: £12	Taylor Wessing Photographic Portrait Prize 2012 Nov 2012 – Feb 2013 86,000: £2 (tbc)
2013	Man Ray Portraits Feb – May 2013 110,000: paying	American Indian Portraits by George Catlin Mar – Jun 2013 80,000: free
	Contemporary Portrait Painting 2013 Jun - Sep 2013	<i>Laura Knight</i> Jul – Oct 2013
	Tudor Exhibition Oct 2013 – Jan 2014	Photographic Portrait Prize 2013 Nov 2013 – Feb 2014
2014	David Bailey Portraits Feb – May 2014	The Great War in Portraits Mar – Jun 2014
	Contemporary Portrait Painting 2014 Jun - Sep 14	<i>Virginia Woolf</i> Jul – Oct 2014
	Anarchy and Beauty: William Morris Oct 2014 – Jan 2015	Photographic Portrait Prize 2014 Nov 2014 – Feb 2015

Annex B

Glossary of abbreviations

AHRC	Arts and Humanities Research Council	IMS	Information Management System
A&L	Archive and Library	IRO	Independent Research Organisation
BAME	Black, Asian and Minority Ethnic	KPI	Key Performance Indicator
BSL	British Sign Language	LOCOG	London Organising Committee of the Olympic Games
BT	British Telecommunications Plc	NACC	National Art Collections Centre
C&D	Communications and Development Department	NAO	National Audit Office
CALM	Computerisation For Archives Libraries And Museums	NPG	National Portrait Gallery
CSR10	Comprehensive Spending Review 2010	NT	National Trust
DCMS	Department for Culture, Media and Sport	PPP	Photographic Portrait Prize
EOS	Refers to the library management system	OGC	Office of Government Commerce
HLF	Heritage Lottery Fund	OPACs	Online Public Access Catalogues
HR	Human Resources	SMT	Senior Management Team
I&CF	Investment and Contingency Fund used for investment which fulfils business Plan Priorities	SSN	Subject Specialist Network