BUSINESS PLAN 2006 – 2009

National Portrait Gallery

1856-2006

1   Introduction

The Gallery's 150th Anniversary provides an exceptional opportunity to celebrate the Gallery's achievements, to refresh the central purpose of the Gallery's work and to look forward with great determination and confidence. It is also an occasion to draw in new visitors and supporters, with special displays, exhibitions, activities and the re-launch of Beningbrough Hall, in partnership with the National Trust.

The vision of Lord Stanhope, Thomas Carlyle and Lord Macaulay in the 1850s - to honour those who had made Britain and to foster a wider interest in portraiture - remains as valid today as it was in the Victorian period. However, what would seem remarkable to our founders is the huge expansion in the number of visits to the Gallery, with a record figure in 2005 of 1,539,766, and in the range of the Gallery's activities in London, around the country and online. Perhaps equally fascinating to them would be the special place that the Gallery now holds in the life of the nation, reflecting critically on issues of identity, culture and representation.

The period of this Plan offers some particular challenges. Having done so much over the previous decade to renew the physical infrastructure of the Gallery, the focus now is on the development of the Collection, how it can be shared more widely, how we extend activities around it while improving the displays and our interpretation work. Equally important are strengthening research at the heart of the Gallery's work, developing a more extended and coherent set of digital resources and extending the partnerships which will help position the Gallery as a more fully National organisation. This reinforces our determination to broaden the Gallery's audiences, offering more for family visitors, young people and a more diverse set of adult visitors, whilst also finding out more about our visitors through increased market research.

Resources are constrained, many risks remain pressing and, although there is a welcome but modest increase in grant-in-aid from the Department for Culture, Media and Sport, there are many unavoidable cost increases and a fundamental need to strengthen the core administration of the Gallery's work and to invest in staff diversity, training and development. Mitigating risks, overcoming resource restrictions and succeeding in our objectives will be achieved through a greater focus on monitoring, efficiency and effectiveness of process, successful leadership at all levels, continued success in fund-raising, the development of the Portrait Fund and a broader range of enterprise activities consistent with the Gallery's public purpose.

The 2006 – 2009 Plan sets out how this work will be taken forward.

2   The Gallery's Aim and Strategic 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 six strategic objectives are:

1   To **extend and broaden the range of audiences** for the National Portrait Gallery and its work

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 its subjects through bringing more of the reference collections into use, and through outstanding research, displays and exhibition, education, access, publishing, information, regional and digital programmes, and a higher national and public profile.

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

These six strategic objectives have informed the identification of a number of priorities over the plan period, as well as the ways in which the Gallery aims to increase the resources available to it.

3   Achievements in 2005/06

A number of important achievements represent significant progress in relation to the Gallery's planned developments:

1 To extend and broaden the range of audiences for the National Portrait Gallery and its work	2 To develop the Collection, creating opportunities for acquisition and commission
• Almost all participants (99%) in the regular MORI research said they would be likely to recommend the Gallery to their friends. • Further expansion of outreach and access work, including the particularly successful *Family Faces*, part of the HLF supported Reaching Out, Drawing In programme, and the Paul Hamlyn Foundation supported pilot phase of family and young peoples' programmes. • The highest ever overall number of actual visits to St Martin's Place and visits to the website; the eleventh most visited tourist attraction in the UK in 2005 (as listed by the Association of leading Visitor Attractions) and among the top 3 most visited arts websites (source: Hitswise). • Successful media partnerships with BBC, Channel Four and Channel Five. • Extension of the National Programme in the North East, with Regional Partners and key cities.	• Important acquisitions such as 'The Duchess of Cleveland' by Sir Peter Lely and 'Ted Hughes' by Sylvia Plath. • New commissions including the BP supported portrait of JK Rowling by Stuart Pearson Wright and Alfred Brendel by Tony Bevan. • Group photographic commissions and acquisitions supported by Deloitte.
3 To increase the understanding of and engagement with the Collection and its subjects…	4 To maximize the financial resources available ...
• Successful exhibitions such as *SELF PORTRAIT*, a record attendance for the BP Portrait Award and the first summer ticketed exhibition in the Porter Gallery, *The World's Most Photographed*. • Creation of 150th Anniversary displays and timelines, based on Gallery records. • Successful publishing of catalogues, including *SELF PORTRAIT*, *David Hockney Portraits* and *Searching for Shakespeare*, and *The Portrait Now* and Insights books. • Recognition as 'academic analogue', by the Arts and Humanities Research Council. • Further cataloguing and digitisation of collections (25,500 records). • Review and development of website. • Initial phase of Victorian cataloguing project, with support from the Getty Foundation and Paul Mellon Centre. • The start of the Beningbrough Hall project with HLF funding.	• The launch of the 150th Anniversary season and the staging of a fund-raising Gala dinner. • Renewal of the partnership agreement with BP. • Extension of work with corporate support • Introduction of an Associate level of individual support. • Improvement of regular retail analysis and reviews.
5 To develop staff as an essential resource …	6 To bring the buildings, technical and managerial infrastructure of the Gallery to the highest standards…
• Introduction of the first full staff survey and development of further training initiatives. • Participation in the first year of the Clore Leadership initiative. • Participation in the Global Graduates and Inspire workforce diversity schemes; one of the best newcomers in the 'Race for Opportunity's benchmarking survey'.	• Undertaking the next phase of Gallery improvements, with lighting, signing and orientation advances at St Martin's Place. • Introduction of Freedom of Information procedures. • Completion of internal governance review. • Initial investigation of Portrait Portal project.

4   Highlights and Priorities for 2006/07

The renewed 2006-09 Business Plan will offer the opportunity to take forward a number of key initiatives in 2006/07, some of which are highlighted below:

1 To extend and broaden the range of audiences for the National Portrait Gallery and its work	2 To develop the Collection, creating opportunities for acquisition and commission
• Further media partnerships, including with *The Times* and *The Sunday Times*. • Examination of options for extended opening hours from autumn of 2006. • Re-launch of Beningbrough Hall displays in June 2006, with further programme developments in the National Programme. • Extended evaluation programme. • Further development of family and young people's programmes.	• Acquisition campaign for the pre-eminent portrait of the metaphysical poet, John Donne. • A new set of commissions, with support from JP Morgan, BP and the Jerwood Charitable Foundation. • Further group photography commissions, some with Deloitte support.
3 To increase the understanding of and engagement with the Collection and its subjects…	4 To maximize the financial resources available ...
• Creation of new international partnerships in *David Hockney Portraits* and other exhibitions • Development of new displays and interpretation programmes • Development of digitisation and e-learning programmes, including Learning Online. • Next phase of Collection research projects. • Recommencement of fellowship programme funded by the Leverhulme Trust.	• Capitalising on the 150th Anniversary following the Portrait Gala and the Collecting for the Future campaign. • Development of the Portrait Fund. • Establishment of a 4th corporate partnership. • Further development of work on individual giving. • Introduction of new picture library system and development of agency business.
5 To develop staff as an essential resource …	6 To bring the buildings, technical and managerial infrastructure of the Gallery to the highest standards…
• Further development of diversity, training and learning plans. • Review and development of the Equality policy.	• Renewal of key boiler provision. • Conversion of security cameras to digital. • Next phase of planning for improved Collection storage.

The Gallery's success in meeting its aims and strategic objectives through such initiatives and through its ongoing activities will be monitored regularly throughout the year using a number of performance measures, outlined in Schedule B.

5   Opportunities and Risks

In terms of the wider environment in which the Gallery operates, the economic, social and political situation presents a number of opportunities and challenges.

In particular there are the following **opportunities**:

- The increasingly information-led nature of western society, and the wider media connections already developed, offer fertile ground for the Gallery's work.
- Despite the security and environmental fears, there is continued growth in the national and international travel markets, giving the Gallery the chance to demonstrate the importance of its collections to a wider range of visitors.
- Education developments continue to be central to social and economic development – despite differences in policy central thinking – and the Gallery is well-positioned to offer an important way in to thinking about history, achievement and citizenship.
- The regional agenda remains high in the government's thinking and the Gallery has developed a national strategy as part of its core programming; the next phase of the government's Renaissance in the Regions policy and the wider recognition of the quality of the Gallery's work should lead to greater support for the Gallery's work in this field.
- Cultural diversity as a field of connections in relation to programme, and equally in terms of workforce development, offers creative opportunities for the Gallery to serve better a wider public and to increase the skills and knowledge of its staff.

- While the Gallery has successfully explored the ways in which it can expand what is offered online, the digital field is expanding and provides the potential to reach an ever-wider number of potential users.
- The 2012 Olympics represent an exciting opportunity to take part in wider cultural exchange programmes and to be part of the cultural festival from 2008 to 2012. There will be some shifts in corporate support and disruptions in patterns of visitors to London.
- There are opportunities to build on the entrepreneurial culture within the Gallery in concert with the public service goals of the organisation.

There are also a number of continuing **risks**:

- The threat of terrorism, particularly in the vicinity of Trafalgar Square, remains a continuing concern; the Gallery has a well-developed Emergency Plan and Business Continuity Plan.
- The Gallery's ambitions, nationally, internationally and digitally, may cause over-extension against limited capacity; the Gallery is developing more ordered procedures for risk assessment, better planning and the more effective use of its resources.
- The economic climate remains uncertain, with particular pressure on sponsorship and in the retail field; the Gallery is working hard to renew existing partnerships, find new sponsors, to grow connections through the Venue Hire and Events work, to seek longer-term partnerships and to use the 150th anniversary as a platform for the engagement of more supporters.
- There is a risk of not meeting the high expectations from various stakeholders - such as school, college and community groups; the Gallery is working to plan budgets and resources in such a way that clear options are offered and e-learning opportunities are increasingly offered as either an alternative or complement to a visit.
- The increasing competition amongst the London museums for good exhibition material and for core exhibition visitors could compromise our success.
- The risk of failure of high profile projects such as the 150th anniversary programme, including the re-launch of Beningbrough Hall, is met through continued good planning and provision of modest budget contingencies.

The initiatives and activities set out in Schedule A reflect the Gallery's response to these opportunities and risks.

6   Our Vision
We are determined to develop the National Portrait Gallery as an outstanding and fascinating place to visit and a trusted guide to British history and achievement. We wish to be increasingly recognised as a leader in creating new audiences, new forms of outreach and access work, and in offering exceptionally useful online resources. We wish to be a national and international partner that is well regarded and an organisation in which enterprise and innovation are recognised and valued.

The next 150 years will offer both opportunities and challenges for the National Portrait Gallery. The Gallery is clear that it has the confidence and the ability to create new ideas and new programmes which will remain true to the intentions of our founding trustees while breaking new ground and demonstrating connections and relevance to our own time.

Sandy Nairne
Director

Schedule A: Business Plan Initiatives and Activities

STRATEGIC OBJECTIVE ONE: To extend and broaden the range of audiences for the National Portrait Gallery and its work

1.1 Communications and Development Director and Head of Learning & Access Developing more **extensive research on audiences for the Gallery** linked to evaluation of public programmes including exhibitions, displays, education work and late night openings. Creating a closer dialogue with visitors to inform a wider range of marketing and promotional opportunities and to increase the breadth and range of visitors. Objectives: 1, 3 and 4 Priority for additional funding: High		
Progress during 2005/06 (including milestones achieved) • Audit of Gallery's market research needs, both qualitative and quantitative, by freelance consultant. • Market Research discussed as part of Gallery's Evaluation process. • Process for re-tender of service provider/s for Market Research in progress.		
Key activities 2006/07 – 2008/09 and Resources	**Risks to achieving (and mitigation)**	**Performance measures (including Targets & Milestones)**
2006/07 - Inter departmental co-ordination on market research requirements - Consultation with Sara Selwood, Gallery Trustee. - Selection of Market Research service provider/s - First year of three year strategy in place - Liaison with Learning and Access – particularly in relation to research requirements of statutory or trust funding. **2007/08+** - Continue to liaise with departments as research programme develops **Resources:** Additional core funds for market research allocated from 2006/07	Additional Market Research information does not result in increased visitor numbers or diversification (adjust marketing strategy as we assess effectiveness and invest in other initiatives) Unable to get a clear profile of majority of visitors/ inconclusive results/ information does not give us substantially more than we currently have (check research methods/questions posed and compare with other organisations) Data not sufficient for DCMS objectives (on-going dialogue with DCMS and ensure data maintained by regular internal reporting) Information not disseminated effectively (managed as part of communications policy)	Clearer identification of current audiences and increase in future diversity of visitors, including overseas visitors, through: Quantitative evaluation – e.g. target numbers, % of types of audience, % variation on previous year - frequency of attendance and £ retail spend per visitor Qualitative evaluation – visitor and non visitor surveys Data fulfils Gallery and funding body needs Monitored as part of Management Team work

1.2 Communications and Development Director and Head of Learning & Access

Maximising opportunities to develop the public programmes for **Thursday and Friday late night openings** in order to broaden and increase Gallery audiences and developing the possibility of late night opening on Saturday evenings.

Objectives: 1 and 3   Priority for additional funding: High (and high priority for fundraising)

Progress during 2005/06 (including milestones achieved)
- Increased range of Thursday evening activities
- New Adult Programmes Manager appointed
- Increased audiences for Friday evening music and diversification
- E-mail list instigated by Music Co-ordinator with 170 initial subscribers

Key activities 2006/07 – 2008/09 and Resources	Risks to achieving (and mitigation)	Performance measures (including Targets & Milestones)
2006/07 - Decide whether the format of the Thursday and Friday should change – i.e. have all events on a Friday evening and Thursday to be a Gallery late night. Decide whether to open late on Saturdays. - Searcy's – opportunity for additional late night opening in restaurant. - Consideration by Searcy's of operating a 'moveable bar' (introduced during Museums and Galleries month 2005/6 but needs sufficient time to publicise it effectively) - Marketing – more promotion for late night openings - Press – press coverage sought for some activities. - Front of House and lost Venue Hire income – costings to be checked for increased late night opening compared to potential additional income from exhibitions, trading and catering **2007/08+** - Dependent on previous year's decisions **Resources:** Additional core funds allocated from 2006/07 but partnership to be sought for full costs of extended opening hours and activities	Competition from other venues (greater differentiation in Portrait Gallery programme) External factors having an impact – economic climate, security issues (target programme throughout year) Lack of awareness of late night programme and Portrait Restaurant as a venue (increase opportunities for editorial promotion and increase internal awareness) Increased number of visits but not increased diversity (re-align programme and marketing; audience research to ensure needs met) Income from late night opening less than income from special events held in the Portrait Restaurant on Saturday evenings (keep under review)	Increased number of visits and diversity of visitors for Late Openings (increase BME visitors by at least 1% each year) Increased visitor flow throughout the Gallery and not just for a particular event Increased sales for Trading and Searcy's for Late Opening evenings (5% increase by March 2007) Measured through standard data gathering and sample surveys

1.3 Head of Learning & Access

Creating distinct programmes for **families and young people** in order to broaden the Gallery's audiences

Objectives: 1,3 and 5   Priority for additional funding: High (and high priority for fundraising)

Progress during 2005/06 (including milestones achieved)
- Completed project work with Paul Hamlyn Foundation to develop Family programmes with increased on-site activities and targeted work with local communities
- Additional Family trails; increased holiday activities and high profile events for Rolf on Art, Children's Art Day and The Big Draw
- First phase of the Rayne Foundation work completed with Our Stories project
- Reaching Out Drawing In exhibition, *Family Faces*, with Family activities and programmes
- Dedicated 3 day a week Families Programme Manager in post from September 2005

Key activities 2006/07 – 2008/09 and Resources	Risks to achieving (and mitigation)	Performance measures (including Targets & Milestones)
2006/07 Families: - Increase regular weekend and out of school Gallery programme - Produce free Family Activities Booklet - Continue Rayne Foundation projects to target new audiences - Improve the marketing and visibility of the Families Programme Young People: - Appoint full-time Young People's Programmes Manager - Develop 3-year strategy - Improve holiday and half-term programme - Identify partnerships with other young people's organisations - Set up a Young People's Panel **2007/08+** Families: - Introduce weekend staffing for Families programme - Increase Families provision on the website - Target new audiences through project and outreach work - Develop Families interpretation strategy Young People: - Increase Young People's provision on the website - Secure funding for Young People's outreach assistant - Develop Young People's events programme **Resources:** Increased core funds allocated for both programmes from 2006/07 Support for communications from Marketing and Press	Target audiences not attracted and expectations of new visitors not met (evaluation/concentrate attention on quality of what is offered) Central London location deters target visitors (match provision with interests of target groups; involve audiences in programme) Need for interpretation and programming for families and young people in displays and exhibitions to retain audiences (discuss audience needs with curators) Additional funding not secured for Young People's and Family's Outreach and Project work (reduce programme scope)	Funding Agreement targets for specific groups Quantitative and qualitative measures for ensuring audience needs and Gallery objectives are met (using Gallery evaluation systems currently being developed as well as MLA Inspiring Learning For All framework for General Learning Outcomes) Measured as part of standard data collection, and to be developed further as part of Initiative 1.1

1.4 Head of Learning & Access

Broaden audiences by developing considerably more **out-reach and access work** through connections with selected partner organisations and links to educational displays

Objectives: 1, 3 and 5   Priority for additional funding: High (high priority for fundraising)

Progress during 2005/06 (including milestones achieved)
- 3 HLF-funded exhibitions successfully completed in the Studio Gallery: *Inner Picture, Family Faces, Look at Me*
- Outreach pilot work with Barnardos, Connections, UCL Hospital and others
- Additional Large Print, Braille and Picture Description labels (Victorian Galleries)

Key activities 2006/07 – 2008/09 and Resources	Risks to achieving (and mitigation)	Performance measures (including Targets & Milestones)
2006/07 - 3 HLF-funded exhibitions: Fame (visually impaired), Chinese Community links and Black and Asian focus - ICAN e-learning resource for hearing impaired - Complete provision of large print, Braille and picture description labels - Additional outreach with Barnardos, Hospital Schools, Youth Net, Chance UK etc - Evaluate effectiveness of Access and Outreach programmes **2007/08+** - Develop strategy for the Studio Gallery as a venue for audiences venue - Develop new series of educational displays for the Studio Gallery - Secure new funding to replace HLF grant which ends March 2007 **Resources:** Additional part-time Access and Outreach Assistant to be recruited 2006/07	New audiences not found or expectations not met (develop strategy for the Studio Gallery as a venue for audiences and new series of educational displays) Gallery fails to meet Disability Discrimination Act requirements (audit and plan to continue to improve provision) New funding source not secured to replace HLF grant (high priority for fundraising and internal bridging funds allocated for 2007/08)	Monitoring as required for HLF, as well as assessment of General Learning Outcomes for Gallery using Inspiring Learning for All Framework Regular Gallery statistics on attendance, as well as qualitative measures of use of services, to be developed further as part of Activity 1.1 Monitored as part of project work and as part of Gallery assessments

1.5 Head of Learning & Access

Extending **provision for schools, colleges and adult visitors**, including through **video-conferencing programme**.

Objectives: 1 and 3   Priority for additional funding: Medium (plus opportunities for fundraising)

Progress during 2005/06 (including milestones achieved)
- Numbers of school and college visits remain strong
- New regular artists' talk added to adult programme
- Number of groups and individuals involved in video-conferencing doubled during 2005/06
- New strand of Citizenship added to existing video-conferencing offer

Key activities 2006/07 – 2008/09 and Resources	Risks to achieving (and mitigation)	Performance measures (including Targets & Milestones)
2006/07 - Review schools and college provision - Review adult programme offer with more course and focused conference provision - Continue video-conferencing provision to existing users; explore take up from new groups; review and upgrade equipment **2007/08+** As above, with additional review of programmes for older visitors **Resources:** One-off funding allocated to upgrade equipment in 2007/08	Overload on Gallery resources during term-time (check booking and control numbers) Competition from other museums and galleries in adult programme field reduces numbers (reinforce unique elements of Gallery's programme) Technical difficulties in video-conferencing (renew/maintain equipment regularly and keep up to date with new developments) Take up of video-conferencing reaches capacity (increase facilities, equipment and budget for staffing) End of partnership with Global Leap (investigate alternative technical support or partnership)	Quantitative data on school and college visits, on participants in adult programmes, and of participants in video-conferencing (range, location, etc) Qualitative evaluation to be developed further as part of Activity 1.1; video-conferencing in conjunction with Global Leap Measured through feedback from partners and monitoring as part of project management

1.6 Head of Exhibitions and Collections Management, Head of Learning & Access, Head of Archive & Library (for Portrait Portal) and Director

Extending the **national programme**, through renewed partnership with the National Trust, new partnerships with regional galleries and hubs and extensions to loans, in order to extend access to the Collection and to the Gallery's expertise with increased commitment and engagement from Gallery staff.

Objectives: 1,2 and 3   Priority for additional funding: Medium (high priority for fundraising)

Progress during 2005/06 (including milestones achieved)
- Strategic Commissioning funds secured until end of 2007/08. Strategic Commissioning projects delivered 2005/06. National Strategy update presented to Trustees; categorisation of long-term loans completed. North East Hub Projects delivered.
- *Beaton Portraits* toured to Edinburgh and *Exposure* to open at the Laing, Newcastle (with support from Deloitte).
- Partnership agreement finalised with Montacute House. Role of new Administrative Assistant developed. Evaluation of Strategic Commissioning completed.
- Application submitted to Esme Fairbairn Foundation for support of touring exhibitions and displays.
- Plans for a feasibility study for a Portrait Portal drawn up, exploring the potential for linking information about portrait collections around the UK

Key activities 2006/07- 2008/09 and Resources	Risks to achieving (and mitigation)	Performance measures (including Targets & Milestones)
2006/07 - Establish framework for close liaison with staff in Learning & Access to develop key activities. - Deliver and evaluate Strategic Commissioning programme. - Subject to outcome of feasibility study, explore Portrait Portal through pilot project - Develop options around collections in long-term store - Complete evaluation of options for a second hub relationship and extended work with National Trust **2007/08+** - Deliver Strategic Commissioning programme - Continued development of partnership work - Establishment of second hub partner subject to resources - Undertake evaluation - Increased long-term loan activity **Resources:** Support required from Curatorial team, Collections Management, Art Handling, National Programmes, Finance, Communications and Development. Archive & Library lead Portrait Portal work	Internal liaison with Learning & Access may become administratively unwieldy (review and amend planning procedures) Insufficient co-ordination across departments, and overload on National Programmes Manager (good project planning). Inconclusive consultancy for Portrait Portal work (ensure proper consideration of interim and final conclusions) Large demand for Portrait Portal concept (organise in stages) Strategic Commissioning funding ends 2007/08 (seek other funding sources for national work)	Quantitative data gathered as part of annual review e.g. numbers of exhibitions toured to number of venues, numbers of long-term loans, numbers of visits etc Qualitative evaluation in association with partners. General Learning Outcomes of educational programmes, in association with Learning & Access and other partners Measured through regular data collection and as part of reporting to DCMS/DfES and internal evaluation procedures

1.7 16th, 18th and 19th century curators, **Head of Exhibitions and Collections Management**, National Programmes Manager and Director

Re-launching **Beningbrough Hall**, enhancing the displays at **Montacute House** and developing the programme at **Bodelwyddan Castle** in order to widen audiences for the Collection.

Objectives: 1, 3 and 6   (Links also to 1.6)   Priority for additional funding: Medium

Progress during 2005/06 (including milestones achieved)
- 3 year plans discussed with all three partners, to be completed by March 2006.
- **Beningbrough**: Work on refurbishment and preparation of display and new interactive display; full partnership with York University has failed. New contract to be finalised.
- **Bodelwyddan:** Signage project ongoing (funds sought by Trust for production).
- **Montacute:** results of evaluation organised by the National Trust have been followed up.*)*

Key activities 2006/07 – 2008/09 and Resources	Risks to achieving (and mitigation)	Performance measures (including Targets & Milestones)
2006/07 Beningbrough: Re-launch; fundraise and present academic conference with University of York and National Trust; continuation of visiting portraits programme; ongoing post-project evaluation; finalise new contract agreement with shared responsibility for upkeep of project; secure future transport. **Bodelwyddan:** - Ongoing discussions to develop three year exhibition programme with support from Gallery team - Develop further partnership with National Museum & Gallery of Wales - Provide Portrait Explorer **Montacute:** - Provide Portrait Explorer - Create new exhibition space for Tudor and Jacobean portraits with MA student input **2007/08 Beningbrough:** - Ongoing visiting portraits displays - Continuous post-project evaluation - Secure special group transport **Bodelwyddan:** - Review 'interactive' displays **Montacute:** - Ongoing display and interpretation programme; work with MA students **Resources** Core funding allocated from 2006/07 for visiting portraits at Beningbrough and for a lighting track in 2008/09 at Montacute. Support from Collections Management, Art Handling, Conservation, IT, Communication and Development.	National Trust priorities move elsewhere (continue to develop relationship at different levels). Resources at Bodelwyddan remain relatively low; possible resistance to development (continue lobbying/agree Development Plan with Trustees) Concern over level of staff resources to keep work up to date; resources available to manage a three-way partnership (regular review; proper budgeting; additional support) Overload on National Programmes staff, Curators and Collections Management teams, especially re changing exhibitions (good programme planning and management)	Targets for numbers of visits to each venue, including for temporary exhibitions and for those participating in educational activities Delivery of new interpretation programmes and the achievement of more stable environmental conditions at Montacute Evaluation of improved visitor orientation at Bodelwyddan Beningbrough targets met for new audience development in period 2006-08 Improved communication with National Trust staff and volunteers. Improved interpretation tools following evaluation Temporary exhibition project at Beningbrough, managed by Gallery Assistant Curator, delivered annually on time and on budget (starting in May 06 and then annually thereafter) Measured through ongoing data collection for Gallery reporting and partnership work.

1.8 Communications and Development Director and Director

Extending and widening audiences through creating further active links with **television programme makers and broadcasters**, across the spectrum of network, cable and digital television and radio

Objectives: 1 and 3   (links also to 4.4)   Priority for additional funding: Low

Progress during 2005/06 (including milestones achieved)
- A number of successful partnerships – *The World's Most Photographed, SELF PORTRAIT,* The Culture Show (*Searching for Shakespeare*) Channel 5/Illuminations *The British Face* project
- Good relationships established with a number of key broadcasting individuals

Key activities 2006/07 – 2008/09 and Resources	Risks to achieving (and mitigation)	Performance measures (including Targets & Milestones)
2006/07 - Continue to maximise opportunities with current partners - Successful completion of *The British Face* project and final Culture Show programme - Establish television tie- in with *David Hockney Portraits* exhibition - Learning and Access links with media partners - Develop new radio links (currently only Classic FM) - Create one specific media event to flag up 150th Anniversary **2007/08+** - Seek Media partnership for BP Portrait Award (if current support continues) and/or Photographic Portrait Prize **Resources:** One year appointment of Press Associate for 150thAnniversary. Support from Director, curators, Front of House staff, Picture Library	Number of special media relationships distracts from ability of Press Officer to concentrate on day-to-day press activity (keep under review) Strain on resources or change in personnel (keep activity level under review and good planning)	Numbers of network programmes linked to the Gallery each year (target of 50% of major exhibitions) Numbers of digital and other programmes made available for wider educational use Measured through analysis of media coverage

1.9 Communications and Development Director

Increasing repeat visits, support for the Gallery and revenue through a better promoted **Membership scheme**, with an improved Newsletter and more consistent recruitment and retention of members

Objectives: 1 and 4   Priority for additional funding: Medium

Progress during 2005/06 (including milestones achieved)
- Successful recruitment of new Membership Officer
- Membership higher retention rate and increased numbers
- Streamlining of financial procedures
- New Associates level introduced in September 2005
- Increased Front of House signage
- Successful Members' events
- Annual Board meeting of American Friends of the National Portrait Gallery
- *Face to Face* increased number of pages for two 150th Anniversary year issues

Key activities 2006/07 – 2008/09 and Resources	Risks to achieving (and mitigation)	Performance measures (including Targets & Milestones)
2006/07 - More significant and successful marketing - Increase in number of Members attending special events - Increased Membership - Encourage Members to up-grade to Associate level - Greater awareness of Members profile through Market Research - Volunteer help to 'sell' Membership - Use American programme opportunities to promote support (eg *Hockney Portraits* in Los Angeles) **2007/08** - As above - Named Membership support of a particular area of the Gallery's work - Decision on future of Membership and whether it is feasible for it to grow substantially - Use *Treasures for Washington* to promote American support **2008/09** **-** Dependant on outcome of 2007/08 review **Resources:** One-off amount to be invested in 2006/07 Support from Marketing, Front of House, Finance	Fewer 'blockbusters' and lack of equivalent benefits compared to other organisations – i.e. no Members Room, or evening Private Views (exploit unique features of the Gallery; put Members support behind public projects; use additional Porter paying exhibition) Lack of understanding within Gallery of importance of increasing Membership programme (work on internal training and awareness programme) Membership fails to grow to target (keep under review) Lack of awareness of Membership amongst visitors (increased marketing and Front of House awareness)	Maintain level of Membership above 2,000 and aim to increase to 5,000 (by March 2009) Increase number of younger Members attending the special Members evening event (*The World's Most Photographed* and *Self Portraits* should generate interest) to 15-20% of total attendees at these events Measured through data collected as part of regular monitoring work; qualitative feedback used from Members sessions to improve offers and services.

STRATEGIC OBJECTIVE TWO: To develop the Collection, creating opportunities for acquisition and commission, while improving its care and conservation

2.1 Chief Curator and Director

Continuing a focused approach to **acquisitions for the collection**, responding to opportunity and identifying weaknesses in both the historic and contemporary collections with a view to reflecting diversity in society and different strands in public life; maintain and improve the care and conservation of the Collection.

Objectives: 2 and 3 (links also to 4.2)   Priority for additional funding: Medium (high priority for fundraising)

Progress during 2005/06 (including milestones achieved)
- Notable additions to the Collections, including *Duchess of Cleveland* and *Ted Hughes*
- The Portrait Fund initiated to support acquisitions
- Conservation investigations of Chandos portrait and related images
- Extensive conservation work relating to re-display at Beningbrough

Key activities 2006/07 – 2008/09 and Resources	Risks to achieving (and mitigation)	Performance measures (including Targets & Milestones)
2006/07 - Appeal for John Donne portrait - Use Gala funds for appropriate acquisitions **2007/08** - Display in Washington of Gallery 'treasures' is an opportunity to demonstrate internationally the importance and range of the Collection. - Increase the prominence of the Portrait Fund, gaining more contributions **Resources** Use Deloitte and Weisz funds for photographic and caricature acquisitions Allocation of grant-in-aid to acquisitions to be increased across 2006/07 to 2008/09 Support required from Development and Finance	Lack of funds to respond to opportunity (create some new funds through Portrait Fund) Lack of time to locate portraits to meet Collection weaknesses (structure curatorial time and seek funding for research assistance) Unavailability of portraits to meet Collection weaknesses (research, networks with collectors, cultivation of gifts/bequests, programme of commissions)	Range and significance of acquisitions Success in responding to opportunity including export threats Nature and degree of press coverage and wider public interest Feed-back from Members and public

2.2 Contemporary Curator, Director and Head of Learning & Access

Giving greater prominence to **new commissions for the collection**, and linking to wider education work and new strands of support.

Objectives: 2 and 3   Priority for additional funding: Medium (high priority for fundraising)

Progress during 2005/06 (including milestones achieved)
- *Icons and Idols*, an exhibition which celebrates 25 years of commissioning activity, opens in March 2006 and will tour to York.
- Outstanding new commissioned work completed including *J K Rowling*, *Alfred Brendel* and *Cicely Saunders*
- *The Portrait Now*, a survey of contemporary portraiture, which includes NPG commissions, written by the Director and Contemporary Curator, is to be launched in March 2006 in order to increase awareness internationally of the Gallery's commissioning programme
- Telecommunications commission successfully completed
- Instigated new sitter selection procedure with Trustees to improve assessment of range and diversity of potential subjects for commissions.
- Further links with commissions made in educational programme – e.g. Paula Rego will be interviewed by Tim Marlow in May 2006

Key activities 2006/07 – 2008/09 and Resources	Risks to achieving (and mitigation)	Performance measures (including Targets & Milestones)
2006/07 - Continue working with leading contemporary artists to increase awareness of the commissioning programmes on an international level. - Further photographic commissions completed in particular collecting areas, e.g. Faith and Church leaders; Health Sector leaders - Research sitters relevant to wider ranging audiences and those of wider cultural range. - Broaden education programme to further highlight commissioning activity. **2007/08** - Use display in Washington of Gallery 'treasures', including commissioned works, to highlight strength of programme. - Photographic commissions to be continued, subject to funding **2008/09** - Review results of photographic commissions **Resources:** Further funding to be sought from existing supporters: JP Morgan through the Fund for New Commissions, Deloitte, the Jerwood Charity, BP and others.	Lack of staff time to develop programmes and failure to plan around a very uncertain process (allocate more time and/or undertake less commissions) Lessening quality of commissions through attempting too many (focus process to ensure likelihood of success) Failure to obtain buy-in from artist and sitter to wider education programme (clarify process to sitter and artist from the start)	Number and quality of commissioned groups of photographic portraits achieved (one or two each year) Critical and public reaction to new annual commissions Public reaction/numbers of visitors to the *Icons and Idols* exhibition Visitor comments on activities based on commissioned portraits Measured through evaluation from internal discussion and feedback from regular education and event programmes.

STRATEGIC OBJECTIVE THREE: To increase the understanding of and engagement with the Collection and its subjects through bringing more of the reference collections into use, and through outstanding research, displays and exhibition, education, access, publishing, information, regional and digital programmes, and a higher national and public profile

3.1 Head of Exhibitions and Collections Management, Head of Learning and Access and Director

Broadening the ambition of a balanced **programme of loan exhibitions** in the Wolfson and Porter Galleries**,** in order to develop the economy of the Gallery whilst maintaining its other objectives. Schedule C summarises the full programme for 2006-09.

Objectives: 1 and 3   Priority for additional funding: Low

Progress during 2005/06 (including milestones achieved)
- Success of *BP, SELF PORTRAIT, Conquering England* and *World's Most Photographed* (first ticketed exhibition in Porter Gallery in summer 2005) exhibitions and tours.
- Development of touring programme for *Lee Miller* exhibition.
- The majority of exhibition visitor targets met.
- Press and TV attention significant, with over-achievement against income target.
- Continued national and international collaboration.
- Exhibition brainstorming meeting developed in order to improve range of proposals.

Key activities 2006/07 – 2008/09 and Resources	Risks to achieving (and mitigation)	Performance measures (including Targets & Milestones)
2006/07 - Development of touring programmes for *World's Most Photographed* and *Cecil Beaton* to continue. - Establish framework for close liaison with staff in Learning & Access to develop key activities with measurable outcomes. **-** 150th Anniversary year involving additions to the standard programme (e.g. *Icons & Idols*, 150th Anniversary Timeline). - Major historical exhibition, *Searching for Shakespeare*, travelling to Yale - Major US collaboration on *David Hockney Portraits* exhibition. - Programme incorporates historical and modern, and full range of portrait media. **2007/08** - Contemporary photographic exhibition to attract younger audience. - Academic collaboration on *Between Worlds* reinforcing Gallery's wider research links. - Major contemporary paintings show, *Pop Art Portraits*, with international loans and a US venue **Resources:** Support from Curatorial and Development and Communications	Lack of exhibition proposals with sufficient intellectual force and visitor attractiveness (ensure that creative planning is prioritised; use peer recognition to encourage more good external proposals). Competition from other central London exhibition venues (develop more distinctiveness to the Gallery's own programme). Difficulties in securing key loans for high profile, ambitious exhibitions (networking and collaborating; consult potential lenders at an early stage in planning tours; offer reciprocal loans) Difficulties in obtaining partner or touring venues (more focussed research and staff to develop 'personal' contacts with galleries in UK and overseas; involve potential venues at an early stage in planning tours) Large volume of entries in portrait competitions (plan and organise submission processes)	Numbers of paid visits in line with forecasts. Visitor comments and feedback on quality of content and presentation of exhibitions presented on each season. Range of educational and digital programmes linked to loan exhibitions throughout programme. Peer approval for scope and ambition of programme gathered through informal networks and assessment/ evaluation from Trustees. Success in securing high profile loans. Monitoring of programme through regular data collection and through on-going evaluation of each exhibition project. Measurement through production of past exhibition dossier and assessment against 'measures of success'.

3.2 Chief Curator and Head of Learning and Access

Organising a consistent and better supported programme of innovative and changing **displays of the collection and related projects** drawing on the primary and reference collections, and enhancing the permanent gallery displays

Objectives: 1 and 3 (links also to 1.1 and 3.4)   Priority for additional funding: High (and fundraising for IT Gallery upgrade – see also under 3.3 and 6.2)

Progress during 2005/06 (including milestones achieved)
- Successful displays organised including for 150th Anniversary.
- Paper on temporary and permanent displays discussed by Management Team, and to be developed further in conjunction with interpretation policy
- Discussion of interpretation being integrated into quarterly Gallery Display meetings to improve quality of Gallery displays
- Organisation of programme of displays and collection interventions to mark 150th Anniversary
- Africa 2005 residency project took place, culminating with a display of photographs by Cameroon photographers Joseph Chila and Samuel Finlak.
- Provision of additional Large Print captions continuing
- New generic marketing campaign of displays tested

Key Activities 2006/07- 2008/09 and Resources	Risks to achieving (and mitigation)	Performance measures (including Targets & Milestones)
2006/07 - Continue with programme of occasional 'visiting portraits' and interventions - Displays and interpretation review: thematic and in-focus displays, and consider developing interpretation spaces - Organise further Deloitte photographic commission display - Renewal of contemporary photographic display partnership in 2006 **2007/08** - Implement new display changes **2008/09** - Further develop displays **Resources:** Additional core funding has been allocated from 2006/07 Support required from Learning & Access, Development, IT	Insufficient staff time (ensure good staff resource planning) Potential clash in promotion of photographic and other displays (prioritise which displays to promote)	Visitor numbers (maintain above 1.5m per annum) Visitor surveys and comments (satisfaction ratings above 80%) Press and critical reception Measurement through regular visitor data and qualitative feed-back

3.3 Head of Learning & Access, Chief Curator, Head of Administration and Communications & Development Director

Implementing an **interpretation strategy** and procedures in order to widen access to the collection, collection information, exhibitions and displays.

Objectives: 3 (Links to 3.4 and 3.5)   Priority for additional funding: High

Progress during 2005/06 (including milestones achieved)
- Style Guide presented to the Management Team in July 2005
- Interpretation Review presented to the Management Team in October 2005
- Interpretation and Display review established in December 2005 (reporting to Management Team in spring 2006)
- Enhancements to Portrait Explorer research mechanism and content additions
- Sound Guide taken over by Acoustiguide

Key activities 2006/07 – 2008/09 and Resources	Risks to achieving (and mitigation)	Performance measures (including Targets & Milestones)
2006/07 - Improve processes for enhancing interpretation - Appoint Interpretation Editor - Review marketing and content of the Sound Guide - Initiate programme of Audience Research and Evaluation on existing and new interpretation - Complete Picture Descriptions, Braille and Large Text Labels - Upgrade Gallery captions and labels - Further development of Portrait Explorer content and navigation (and for Montacute and Beningbrough) **2007/08** - Finalise plans for IT Gallery - Develop possible Interpretation Spaces in Gallery **2008/09** - Complete upgrade of IT Gallery **Resources:** Interpretation Editor to be appointed in 2006/07; core funding allocated for Interpretation budget Support needed from Front of House, and Development and Communications for Audience Research and Evaluation	Insufficient staff time to progress procedures and strategy (prioritise, and appoint Interpretation Editor) Competing demands for gallery spaces (plan alongside the displays schedule and integrate within existing displays) Insufficient funding to deliver innovative interpretation and upgrade of the IT Gallery (seek external funding where appropriate and reduce ambitions)	Audience research into how exhibitions and displays communicate with visitors; also Visitor Comment forms to be assessed Take-up of and reaction to re-organised Sound Guide Compliance with Access legislation and best practice in relation to diversity Further public award or recognition for accessibility of materials Measured through focused research work and on-going evaluation of public services (see Activity 1.1).

3.4 Chief Curator, Head of Learning & Access and Head of Administration

Increase access to the collections at the Gallery and on the web site by providing more **digital information** in the form of images and catalogue information

Objectives: 1 and 3   Priority for additional funding: High

Progress during 2005/06 (including milestones achieved)
- Continued growth of numbers of images and amount of collections information on website (and in Portrait Explorer); 18,000 NPR *(*National Photographic Record) and Elliott & Fry records added but without images. Website now 2nd/3rd among UK art websites as direct result of hits on collection search mechanism
- Paper presented to Management Team on future development of Digital Programmes for Public Access

Key activities 2006/07-2008/09 and Resources	Risks to achieving (and mitigation)	Performance measures (including Targets & Milestones)
2006/07 - Continue digitisation programme with a view to regaining momentum in number of digitised portraits, adding biographical and portrait information, and investigating conversion of photograph card catalogue **2007/08+** - Continue or expand digitisation and complete conversion of photographic card catalogue **Resources:** Funds allocated for 3 years from 2006/07 to retain key staff, appoint a fixed term short text writer and conversion of photographic card catalogue. Support required from Learning & Access and IT	Loss of skills on departure of existing trained staff at end of present contracts (seek continuity of funding wherever possible) Partners fail to undertake digital photography and other appropriate suppliers not cost-effective (plan for alternate suppliers if needed)	50% or 160,000 portraits online by 2009 Quantity and quality of digital photography, direct scanning and cataloguing Quality of information and images in the work Measured through evaluation of outputs and through annual staff appraisals.

3.5 Head of Learning & Access, Chief Curator and Head of Administration

Increase understanding of the collection through **e-learning programmes and public services on the web**

Objectives: 1 and 3 (links also to 1.7, 3.3 and 3.4)   Priority for additional funding: High (High priority for fundraising)

Progress during 2005/06 (including milestones achieved)
- Beningbrough Hall digital portrait activity developed
- Learning from Portraits proposal to DfES rejected.
- Proposal to develop E-learning content as part of Learning Online project (originally developed as History Online by V&A) awarded overall grant of £1.75m from Invest to Save budget
- Provision of additional e-learning and curriculum based resources

Key activities 2006/07 – 2008/09 and Resources	Risks to achieving (and mitigation)	Performance measures (including Targets & Milestones)
2006/07 - Implement Learning Online 3-year proposal - Install Portrait Explorer at Montacute - Commission external consultant to review existing e-learning provision, advise on new strategy, and audience priorities, provide in-house training, templates and evaluation - Check dependencies on Website architecture and design -Explore options for a digital partnership with a sponsor **2007/08+** - Implement Learning Online proposal as above - Implement e-learning strategy as identified above **Resources:** - Gallery to make contribution to Learning Online - Core funding allocated for E-learning consultancy Support from IT	Inadequate provision of staff resources both in IT and other departments (match work plan against resources; regular liaison between Learning &Access, Curatorial and IT departments) Inability to secure new funding for these initiatives (seek new sources or reduce activity) Failure to define target audiences (identify audiences and scope needs) Inadequate provision of staff resources in IT and Learning & Access (buy in set-up skills, templates etc)	Quantitative targets (establish numerical targets for public usage levels at Gallery, at regional partners and web visits by Spring 2006) Qualitative evaluations through surveys Measured through regular data collection and surveys of website users

3.6 Curator, 19th century portraits and Chief Curator

Enabling an **extended research programme** connected both to the collection and to interpretation of portraiture and its history in order to widen access and understanding; supporting research through maintaining resources for the study of British Portraiture in the Heinz Archive and Library

Objectives: 1, 2, 3 and 5   Priority for additional funding: Medium to High (high priority for fundraising)

Progress during 2005/06 (including milestones achieved)
- 19th Curator taken on responsibility for research; curatorial staffing and support strengthened
- Getty posts and Later Victorian Catalogue project established.
- Successful bids to Paul Mellon Centre to support Later Victorian catalogue and to Leverhulme Trust to support further three year programme of fellowships commencing September 2006.
- Plans for a feasibility study for a Portrait Portal drawn up pending appointment of consultant (to be completed by end March 2006).
- Successful application to become Arts & Humanities Research Council (AHRC) academic analogue, coming into effect April 2006.

Key activities 2006/07 – 2008/09 and Resources	Risks to achieving (and mitigation)	Performance measures (including Targets & Milestones)
2006/07 - Continue work on Later Victorian catalogue art and architecture subjects. - Conduct pilot for web version of Later Victorian catalogue. - Consider peer review process in light of analogue status and AHRC programmes on research quality and report to Trustees - Identify academic partnerships and projects - Initiate Leverhulme programme - Explore taking a broader survey of the nation's portraits, following exploration of options for the Portrait Portal - Revise Tudor and Jacobean Panel project in light of available resources - Take forward later Stuarts research work, individual Getty supported projects and exhibition-related research **2007/08** - Appoint additional Assistant Curator to assist curators in research. - Continue Later Victorian catalogue. - Take Portrait Portal forward as funding is identified - Start revised version of Tudor and Jacobean Panel project **2008/09** - Continue Later Victorian Catalogue and other research programmes **Resources**: Further fundraising for catalogues and programmes. Core funding allocated for research and part-time assistant for Archive and Library.	Lack of sufficient funding (seek new sources or adjust activity levels) Lack of interest among potential partners and lack of staff time (create clear project plans and monitor) Technical problems; overload in IT team (close liaison with view to pilot project) Insufficient resources for core research after Getty project funding ends October 2007 (seek new sources of funding or adjust activity levels/one off core funding allocated)	Quantitative evaluation of research strands and publications and materials that follow Peer review findings, if applicable Recorded and monitored as part of on-going project management Measured through meeting AHRC standards for research

3.7 Head of Trading

Completing and implementing a renewed **publishing policy**, with more Portrait Gallery titles in series and balancing educational, popular and more academic titles, within an agreed level of subsidy

Objectives: 3 and 4 Priority for additional funding: Medium (high priority for fundraising, where appropriate)

Progress during 2005/06 (including milestones achieved)
- Balanced mix of books produced including Insights series and exhibition catalogues.
- Publishing Policy agreed by Trustees
- Qualitative assessment by Commissioning Group and Editorial Board is that books are well received and contribute to the wider work of the Gallery, e.g. *Searching for Shakespeare* exhibition and catalogue
- Successful co-editions on *David Hockney Portraits*, *Searching for Shakespeare* and *The Portrait Now*

Key activities 2006/07 – 2008/09 and Resources	Risks to achieving (and mitigation)	Performance measures (including Targets & Milestones)
2006/07 - Pursue co-editions and specialist sales to increase print runs and margins. - Pursue syndication of texts and cost effective marketing (with support from Exhibitions team to ensure that content is internationally marketable for co-editions & that venues buy additional copies). - Agree templates for size and cost of books related to target audience and numbers of visitors to minimise risk. - Develop concepts for non-exhibition books (based partly on Insights) - Evaluate publishing output in terms of the contribution to the wider work and reputation of the Gallery, as well as anticipated profits - Develop "whole package" approach to exhibition fund-raising to include books where appropriate **2007/08** - Later Stuarts catalogue - Maximise opportunities with *Vanity Fair* exhibition - Produce profitable non-exhibition books. **2008/09** - Produce new format visitor guide - Produce profitable non-exhibition books. **Resources** Gallery to make small subsidy to academic titles in 2006/07 and 2007/08 Input from Curatorial and Communications and Development	Commercial risks and high costs, against possibly limited demand (ensure good balance in overall publishing programme) Losing balance between academic titles and more profitable books and risk of not obtaining extra support (hold publications back or reduce programme) Unfavourable book trade conditions, including foreign editions (invest in marketing and employ rights specialists)	To achieve a minimum loss over the plan period, by improving processes. Target to break even over five years (after notional subsidies/sponsorship for two years) Target for internal and external funding for non-commercial books. Improve sales through book trade and pick-up rates at the Gallery Measured through Trading reports to Management Team

STRATEGIC OBJECTIVE FOUR: 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

4.1 Head of Finance and Planning, Director and Budget-Holders

Demonstrating to government the Gallery's effectiveness in fulfilling its Funding Agreement with DCMS, including implementing the Gallery's Efficiency Delivery Plan (EDP), and reiterating the need for **increased core funding** beyond 2007/08

Objectives: 4, 5 and 6   Priority for additional funding: N/A

Progress during 2005/06 (including milestones achieved)
- Negotiation of the Gallery's Funding Agreement with DCMS for 2005-08
- On course to achieve all 6 2003-06 Funding Agreement core targets for 2005/06 and to meet majority of 2005/06 EDP targets with overall over-achievement on both cash and efficiency targets

Key activities 2006/07 – 2008/09 and Resources	Risks to achieving (and mitigation)	Performance measures (including Targets & Milestones)
2006/07 - Negotiation of settlement under Comprehensive Spending Review 2007 (CSR07) - Ongoing implementation and review of the EDP - Initiating the implementation of recommendations from the National Audit Office procurement study in the DCMS sector, including: • Representing smaller museums on the DCMS Procurement Council • Defining the Gallery's procurement strategy and increasing procurement expertise at the Gallery (explore option of self-funding procurement resources shared with smaller museums) • Introduction of the Government Procurement Card • Testing the suitability of electronic commitment accounting and purchasing • Ensuring the Gallery is achieving maximum Value For Money for its major contracts through benchmarking and consortium buying • Introducing key performance measures to evaluate the effectiveness of procurement - Develop longer term plans for needs of the Gallery to inform future Spending Review lobbying **2007/08+** - Ongoing implementation and review of the EDP - Completing the implementation of the NAO recommendations above **Resources** Input from Management Team to support business case for CSR07 and from Chairman and some Trustees. Support from budget managers to implement NAO procurement recommendations.	Expectation gap following recent achievements (manage DCMS expectations) Economic climate and competition (sustainable sources, prudent budgeting and management, programme balance and promotion, product development, relationship management) Lack of management understanding and buy-in (briefings, regular monitoring and review) Prices increasing above inflation e.g. energy costs (monitor and renegotiate where possible)	Above sector average Grant-in-Aid settlement Annual performance targets (as set out in the 2005-08 Funding Agreement), including efficiency/productivity gains and cost savings from improved procurement as per EDP Measured through 6-monthly reports to DCMS

4.2 Communications and Development Director, Director, Chief Curator and Head of Finance and Planning

Creating a **Portrait Fund** dedicated to the development of the National Portrait Gallery's collections – for acquisitions, and for associated research, conservation, display and interpretation

Objectives: 4   Priority: Medium to High (High priority for fundraising)

Progress during 2005/06 (including milestones achieved)
- Trust Deed created with solicitors, Farrer & Co
- Three founding Trustees appointed from Gallery's Board of Trustees
- Research from Gallery's various databases to identify potential donors
- Exploratory approaches to potential donors
- Regular meetings with Director, Chief Curator, Communications and Development Director and Head of Finance and Planning
- Recruitment of Major Donor Development Manager
- Permanent Development Researcher recruited – 3 days per week

Key activities 2006/07 – 2008/09 and Resources	Risks to achieving (and mitigation)	Performance measures (including Targets & Milestones)
2006/07 - Finalise Trust Deed - Identify other Trustees for the Portrait Fund - Appointment of investment managers and devising of accounting systems for the funds management - Fundraising Strategy up-dated, following on from Gala and 150th Anniversary - Public announcement to be considered - Promotion of legacies **2007/08+** - Continuation of research and identification of potential donors - Revision of target expectations **Resources:** Support from Finance and Curators	Supporters not interested in supporting Portrait Fund and insufficient number of potential donors (determine strategy to seek additional supporters, and set realistic goals) Distracts from revenue fundraising/competing priorities (ensure clarity of continuing role of Development Board)	To reach initial £6m target for the Portrait Fund by 2011 Long-term plan for endowment fund are considered to be viable Greater pool of potential supporters identified and some commitment achieved Monitored as part of project evaluation and regular meetings of Fund's trustees

4.3 Head of Trading

Investing in **retailing and e-commerce** opportunities within and beyond the Gallery to increase net revenue

Objectives: 1, 3 and 4   Priority for additional funds: N/A

Progress during 2005/06 (including milestones achieved)
- Review of ranges and pro-active management of stock, in particular books and post cards.
- Growth in e-commerce sales.
- Customer service training for retail staff

Key activities 2006/07 – 2008/09 and Resources	Risks to achieving (and mitigation)	Performance measures (include. Targets & Milestones)
2006/07 - Review business case for shops, (incl. book shop) and e-commerce - Develop new core ranges - Integrate better with marketing to promote books and other products - Improve IT for e-commerce - Examine post card production internally (from portrait printer) - Check other product licensing opportunities - Set up trading company if needed **2007/08**+ - Develop ranges to improve margin and own brand mix. - Develop strategy for licensing - Review location of shops	Reduced tourism, visitor levels and retail spend (plan to maximise use of domestic market, links to programme and new product) Failure to keep pace with competitors and consumer expectation (ensure good research on market developments) Lack of IT resources and support for business case investment (ensure close planning)	Income/ profit targets and target for average spend per visitor growth above inflation, increased conversion of visitors in all three shops, stock turn, markdowns and gross profit. Improved mystery shopper scores. Improved sell-through of Gallery books and exhibition stock. Increase in the order value through e-commerce. Measured through Trading reports to Management Team

4.4 Head of Trading

Increase **licensing & Picture Library revenue**, directly (including e-commerce) and through constructed partnerships

Objectives: 4   Priority for additional funds: N/A

Progress during 2005/06 (including milestones achieved)
- Picture Library software adapted to be fit for purpose
- Increased sales despite delay in new system being implemented

Key activities 2006/07 – 2008/09 and Resources	Risks to achieving (and mitigation)	Performance measures (including Targets & Milestones)
2006/07 - Create new detailed Business Plan based on Library new system - Develop on-line facilities including digital image supply and print sales. - Develop agency for portraits in other collections. - Market the picture library as single one-stop shop for portrait images **2007/08 +** - Develop further the agency business - Look for alternative sources of income around image licensing - Develop e-marketing strategy. **Resources** Support from IT and Marketing	Difficulties in implementation of new system (process mapping, training and close work with supplier) Competition for content and clients (robust plan and marketing strategy) Volatile market with large-scale players (develop niche position for maximum gain) Copyrights being challenged (keep under review)	Income/profit targets with continual growth in profit and cost benefit positive for new system Measured through Trading reports to Management Team

4.5 Communications and Development Director

Sustaining and developing **individual giving support including Patrons and Associates**, introducing higher-level contributions and increased American Friends support, while linking Patrons research, and donor profiles, to a legacy programme and endowment

Objectives: 4   Priority for additional funding: N/A (to be self-funding)

Progress during 2005/06 (including milestones achieved)
- Associate level introduced – and initial target reached
- Existing Patrons engaged with Gallery and greater attendance at specially arranged events
- Successful recruitment of Major Donor Development Manager and Development Researcher

Key activities 2006/07 – 2008/09 and Resources	Risks to achieving (and mitigation)	Performance measures (including Targets & Milestones)
2006/07 - Target of 100 Patrons attained - Individual giving strategy developed further and major donations sought - Successful research and identification of prospects - Test opportunity to create higher level, Director's Circle type group, and implement if appropriate - Create opportunities to promote individual giving through the American Friends of the National Portrait Gallery **2007/08+** - Increased number of Patrons, Associates and 'other' levels - Increased level of income **Resources** Support from IT (Raiser's Edge database) and Curators	Patrons not sufficiently engaged with Gallery and so do not renew (ensure personal contact is maintained) Current Patrons might drop down to Associate level (ensure that benefits remain attractive at each level) Competition from other arts institutions (re-iterate unique nature of Gallery, maintain close contact with current donors) Lack of engagement following the 150th Anniversary (promote range of forthcoming exhibitions and activities programme)	Targets for income and numbers of Patrons and Associates, and higher-level donors Conversion from those attending cultivation events to increased Patron membership Continuing increased take-up of organised events Keep high level of retention amongst existing Patrons and Associates Increased donor base for other fundraising initiatives such as the Portrait Fund Measured through Fundraising reports to Management Team

4.6 Communications and Development Director

Maximising opportunities for **sustainable corporate income** particularly through long-term partnerships, corporate membership and programme sponsorship

Objectives: 4   Priority for additional funding: N/A (to be self-funding)

Progress during 2005/06 (including milestones achieved)
- Continuing partnership negotiations with BP and Deloitte
- New sponsor sought for Photographic Portrait Prize
- Maximise opportunities for corporate support through the 150th Anniversary and interest in the Portrait Gala

Key activities 2006/07 – 2008/09 and Resources	Risks to achieving (and mitigation)	Performance measures (including Targets & Milestones)
2007/06 - Continuing partnership with BP and Deloitte agreed - 4th major Corporate partner sought for one of: • Families and work with young people • Digital work, website and IT Gallery • Late night programme: moving to 3 nights a week - Increased corporate membership - Maximise opportunities for corporate hire and events -**2007/08+** **-** Sustaining long-term partnerships - Developing new partnerships **Resources** Support from Director and Curators	Difficult corporate climate (continue to 'cultivate' new sponsors) Change of Gallery personnel (More than one person in department to have links with sponsors; use links with colleagues in other departments)	Income targets and renewal levels for Corporate Members scheme Satisfaction levels with Corporate Members programme of benefits and opportunities for corporate hospitality Companies using Gallery for corporate hire encouraged to become more committed supporters New innovative ideas to encourage corporate support Benchmark comparisons of corporate support against comparable museums and galleries Measured through Fundraising reports to Management Team

STRATEGIC OBJECTIVE FIVE: To develop staff as an essential resource through the extension of staff diversity, training, development and learning programmes

5.1 Head of Administration	

Broadening and extending the **training and learning programmes** for staff in order to improve the effectiveness of the organisation.

Objectives: 5   Priority for additional funding: Medium

Progress during 2005/06 (including milestones achieved)
- Procedures for developing a training plan based on training needs analyses (TNA) put in place
- Outline training plan with costs circulated for Management Team approval
- Training database revised to provide a more effective planning and monitoring tool
- Initial work on management training focussed on project management skills

Key activities 2006/07 – 2008/09 and Resources	Risks to achieving (and mitigation)	Performance measures (including Targets & Milestones)
2006/07 - Detailed plans for a modular and comprehensive management training programme to be drawn up. - Implementation of an IT training programme based on recently completed audit - Review of performance management procedures to integrate TNA more effectively. - Development of career and life skills opportunities following employee survey. **2007/08+** - Continued implementation & evaluation of management training and IT training programmes. - Completion of personal training plans & records - Review of qualifications programme. - Review of the wider role of the NPG as a learning resource **Resources:** Training & Development Manager to become permanent post Additional core funding has been allocated for training, pending finalisation of the training plan	Inadequate staffing & budget resources (ensure that activities fit the budget available) Lack of sufficient management attention (check back with Management Team for evaluation and priorities) Failure to identify key training needs (test with staff and check against appraisal information)	High percentage of all training needs met (target 80% high and medium priority training needs met) Staff satisfaction rating is high for training courses and workshops (satisfaction ratings above 80%) Retention of staff remains high across the organisation (target retention rate in line with national average in museums and galleries sector) Measured through Training reports to Management Team

5.2 Head of Administration

Develop the **equality action plan**, following the equality action survey with the ambition of diversifying the workforce

Objectives: 4   Priority for additional funding: Medium

Progress during 2005/06 (including milestones achieved)
- Equality Action Plan (EAP) updated and revised in June 2005.
- Volunteers, Interns and Work Experience Policy produced, outlining opportunities that are available as well as providing guidance and advice to those involved with managing these resources.
- Participated in the Race for Opportunity Benchmarking survey to measure our performance across all areas of activity (including employment) on race equality. The Gallery scored well in areas such as training and planning but less well in areas such as allocation of resources to deal with diversity issues. The results will help shape our update of the Gallery's Equality Action Plan.
- Relationships established with three local secondary schools with work experience provided to 6 students from these schools.
- Work placement opportunities provided for black, minority ethnic and other disadvantaged groups by participating in the Global Graduates and a fellowship through Arts Council England Inspire programmes.
- The composition of the Gallery's workforce was included in the Annual Review (2004/05).

Key activities 2006/07 – 2008/09 and Resources	Risks to achieving (and mitigation)	Performance measures (including Targets & Milestones)
2006/07 - Participation along with other museums and galleries in the National Mentoring Consortium Career's Day in November 2006. - Equality action plan to be up-dated in response to impending legislation on Age Discrimination (2006) and Equality (2007) - Biennial Equal Pay Audit to be conducted. - Equality training provided in 2005/06 evaluated and revised programme produced. New equality training programme for managers to be introduced. **Resources:** Core funding allocated to continue involvement in initiatives such as the Inspire and Global Graduates programme	Lack of staff resources in Personnel to support change (utilise part-time training help) Inadequate training and recruitment resources (balance programme with resources) Ineffective recruitment campaigns in relation to wanting more diverse short-lists of candidates (re-examine marketing and advocacy strategy)	3% increase by 2008/09 in applicants and appointments from disabled, black and ethnic minority people Monitored on an on-going basis from data from application forms and comparative data from National Museums Directors' Conference

STRATEGIC OBJECTIVE SIX: To bring the buildings, technical and managerial infrastructure of the Gallery to the highest standards, including processes, systems, collection storage and staff accommodation

6.1 Head of Administration, Director and Head of Finance and Planning

Consolidating the management and operation of the Gallery by ensuring timely investment in buildings, systems and staffing, and offering effective internal support to all areas of the Gallery's work.

Objectives: 4 and 6   Priority for additional funding: High

Progress during 2005/06 (including milestones achieved)

   IT
- Audit of processes & skills complete.
- Hardware/software renewal: 5 year cycle of printer replacement & introduction of colour printer facilities.

   Buildings & services
- Condition survey completed.
- Plant replacement strategy completed by Spring 2006.

   Staffing
- Employee survey commissioned and carried out by March 2006
- Initial discussions with trade unions regarding reward and conditions of employment commenced December 2005.

Key activities 2006/07 – 2008/09 and Resources	Risks to achieving (and mitigation)	Performance measures (including Targets & Milestones)
2006/07 IT: - Phased implementation of priorities and upgrades in 2005/06 audit - Hardware: 5 years cycle of PC and monitor replacement; finance & retail server; scanners up-grade; wireless hardware for exhibitions. - Software: network security; centralized software packaging; data storage & back up; Office 2003 up-grade; scanner software up-grade. - Software development to improve efficiency and increase income generation: on-line ticket sales; BP/Photographic Portrait Prize applications on-line; Portrait printer expansion for exhibitions; finance package developments (e-remittances, commitment accounting, e- procurement etc); introduction of Sharepoint remote access facility. Buildings & services: - Picture lift & Orange Street lift refurbishment - Steam boiler replacement (brought forward from 2007/08) - Telephone system renewal - Security system replacement - CCTV system up-grade - Orange Street exterior refurbishment Staffing - Implementation of ideas from Employee Survey to improve communications, manager/employee relations & staff engagement. - Implementation of reward & conditions of employment review - Redesign of recruitment pages on web site to improve efficiency of service. **2007/08**	Pressures on regular maintenance budgets being masked by building improvements (ensure clear distinctions in planning round) Under-investment in systems and over-dependence on existing processes and ways of working (use Planning Team for review of investment) Lack of critical culture prepared to make improvements in working (work on cultural change through appraisal and team work)	Keeping pace with forward maintenance register All Gallery systems operational and effective Reduction in stress and work pressure levels Monitored as part of reviews through Planning Team and reports on Resources to Management Team

• Complete 2 year programme of improvements identified in 2005/06 audit • Hardware/software renewal: 5 years cycle of PC & monitor replacement; scanner hardware renewal. • Software developments to improve efficiency/increase income generation: retail package developments (remote warehouse stock monitoring, e-commerce interface etc); personnel database. Buildings • Absorption chiller replacement • Fan coil replacement programme • Fire suppression system extension **2008/09** IT • Hardware/software renewal: file and print server and Exchange server replacement. • Software and system development as required Buildings • Orange Street fan coil unit replacement completion • Gallery lighting and daylight controls • Fire suppression completion **Resources:** One-off and additional recurrent investment allocated in 2006-09 budget		

6.2 Head of Administration

Improving the **St Martin's Place building** in terms of accessibility, lighting, signing and orientation, the IT Gallery, interpretation spaces and increased café space

Objectives: 6   Priority: for additional funding: Medium to High

Progress during 2005/06 (including milestones achieved)
- Stage 1 external lighting completed
- External signage & internal way finding signage completed
- Access improvements extended
- Restaurant improvements, including further acoustic panels

Key activities 2006/07 – 2008/09 and Resources	Risks to achieving (and mitigation)	Performance measures (including Targets & Milestones)
2006/07 - Stage 2 exterior lighting (subject to funding) - Feasibility study of options for improvement of IT Gallery - Expansion/improvements in space needed for learning & access, research & project activities and the storage of works on paper (after completion of Collections storage plan) **2007-09** - Main Stairs mezzanine ('Royal' landing) – lift access to comply with Disability Discrimination Act - Improve visitor information & learning activities in IT Gallery & entrance hall.	Failure to raise necessary funds (ensure quality of each case made to funding sources) Planning approval obstacles with Westminster City Council or English Heritage (maintain close liaison with officers) Limited staff resources for project planning (ensure timing uses staff as available)	Improvement to way-finding in the Gallery Enhancement of appearance of the Gallery, tying in with new visual identity Ensuring that the Gallery complies with the Disability Discrimination Act. Monitored as part of project review for each improvement project

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6.3 Head of Administration

Creating and implementing a **collection storage and management plan** for both the medium and longer term

Objectives: 4 and 6   Priority for additional funding: Medium

Progress during 2005/06 (including milestones achieved)
- Project co-ordinator appointed by Tate.
- National Portrait Gallery requirements discussed with Tate and a consolidated brief for NPG, Tate & IWM (and possibly NMM) currently being put together with action plan and timetable.
- Operational implications of shared facility being considered.
- Tate feasibility study to be up-dated and costed.

Key activities 2006/07 – 2008/09 and Resources	Risks to achieving	Performance measures (incl Targets & Milestones)
2006/07 - Options appraisal and Memorandum of Understanding between partners Spring 06. - Design team appointment Summer 2006. - Concept design and cost by October with institutions committing to project then. **2007/08** - Detailed design to be completed and funding secured. - Negotiate short-term solutions to our storage needs, if required **2008/09** - Procurement and completion of project	Inadequate staff time for planning (organise planning and time needed) Lack of viable location options (seek as many alternatives as possible)	Viable options and funding plan for Trustees decision Spring/Summer 2006 Monitored by regular reports to Management Team (plus internal audit in 2006/07)

6.4 Head of Archive and Library, Head of Administration and Head of Exhibitions and Collections Management

Modernising delivery of services including **corporate records and collections information**

Objectives: 3, 4, 5 and 6   Priority for additional funding: Medium (and priority for fundraising)

Progress during 2005/06 (including milestones achieved)
- Implementation of recommendations of records survey deferred to 2006/07 because of work on timeline for 150th Anniversary.
- Manage Gallery records – in 2005/06 21 separate transfers (65 cubic feet) of material were transferred from departments to the Gallery's Archive, subjected to preliminary appraisal and catalogued or logged in the transfer database as appropriate.
- Electronic Records Management (ERM) statement of intent – electronic records update completed Nov 2005 but statement of intent deferred to Jun 2006 to allow for Gallery-wide review of existing practice and consultation with external parties.
- Contributing to preparations for 150th Anniversary – timeline features developed for both the website and the Ground Floor completed for Spring 2006.
- Plan for cataloguing Gallery's historic records completed Sep 2005

Key activities 2006/07 – 2008/09 and Resources	Risks to achieving (and mitigation)	Performance measures (including Targets & Milestones)
2006/07 - Organise Data Protection training. **-** Obtain approval of the Records Management Policy. - Investigate way forward for electronic records management - Begin to catalogue historic records and prepare case for specialist archive software. - Begin work with departments to implement records survey recommendations. Assist in managing and transferring records according to retention schedules. **2007/08** - Implement best practice procedures for electronic records. - Introduce specialist archive software. - Continue to catalogue historic records and manage current and semi-current records, **2008/09** - Continue to catalogue historic records and manage current and semi-current records. **Resources:** Records Manager to be made permanent post. Additional funding for cataloguing being sought. Support from IT and Development	Inadequate provision of staff resources in IT and other departments (develop options for slower implementation) Failure to allocate enough time from Archive & Library staff or volunteers to help with processing routines (ensure careful planning of project) Insufficient funding and resources (allow options for slower implementation)	Data Protection training to be completed by Mar 06. Approval of Records Management Policy by Jul 06. Action plan for Gallery wide management of electronic records Jun 06. Develop best practice procedures by Dec 06. Complete some high (sub-fonds) level cataloguing, begin review of material, and send relevant details to The National Archive for on-line database by Dec 06. Prepare business case for cataloguing software by Nov 06. Catalogue the Scharf papers by Mar 07 (if grant application successful). Retention schedules and filing schemes for key departments to be signed off by Feb 07. **2007/08** Retention schedules and filing schemes for all departments to be signed off by Jul 07. Roll out best practice procedures for managing electronic records and provide training by Mar 08. Measured by regular reports to Management Team

6.5 Head of Archive and Library and Head of Administration

Modernising **delivery of services for the Heinz Archive and Library**, to increase efficiency of library management procedures, to raise awareness of library collections beyond the Gallery, to improve access to library, portrait index and visual resources for internal and external users in order to better support study and research into the collections and portraiture

Objectives: 3, 5 and 6   Priority for additional funding: Medium

Progress during 2005/06 (including milestones achieved)
- Library card catalogue closed as of 1st Jan 2005, new records added to File Maker Pro database at minimum level only.
- Plans to automate the indexing operation deferred pending resolution of staff changes in IT and further discussion of library management system development.
- Business case deferred from 2005/06 to 2006/07 because of insufficient staff time to take forward and appointment of new Librarian
- Preliminary investigation of Library management systems (LMS) undertaken suggesting additional investment for new software and training.
- Further review of similar library projects undertaken, suggesting retrospective conversion of existing records should be considered an integral part of the automation business plan, to ensure appropriate functionality for downloading records and to create a critical mass of records from the start.

Key activities 2006/07 – 2008/09 and Resources	Risks to achieving (and mitigation)	Performance measures (including Targets & Milestones)
2006/07 - Prepare business case for automation of all library management tasks, e.g. acquisitions, cataloguing, indexing and stock control. - Undertake needs analysis and benefit assessment. - Write system specification. - Evaluate available software and costings, retrospective conversion options and funding possibilities. - Present business case. - Prepare File Maker Pro databases for conversion to new system. **2007/08** - Implement procurement procedure, procure and install system. - Migrate existing electronic records into new system. - Consider use of library indexing data as pilot for data feeding into portrait portal. **2008/09** - Undertake phased programme of retrospective conversion. **Resources:** One-off sum committed in 2007/08 for software and associated costs Support from IT	Head of Archive & Library and Librarian unable to allocate time because of insufficient support (match work with support available). Risk in retrospective conversion of unfulfilled expectations and loss of momentum (ensure good planning) Librarian unable to prepare business case, as current library management procedures very time-consuming and inefficient (match timing and planning with available resources) Insufficient IT resources to undertake system implementation and development, or to provide ongoing technical support (ensure good planning)	Action plan for preparing a business case to be drawn up by end May 2006 and case to be presented November 2006. Further targets to be drawn up as part of action plan and according to requirements of procurement procedures. Future targets re percentage of library and related stock managed and accessible online to be agreed at annual appraisals. Progress monitored as part of project management and regular reports to Management Team.

6.6 Head of Finance and Planning and Director

Undertaking and implementing the **internal governance review**, in order to improve management processes, decision making and internal communication

Objectives: 5 and 6	Priority for additional funding: N/A

Progress during 2005/06
- Timetable for reviewing policies over 5-year cycle agreed.
- Model policy document adopted; new policies drafted for IT, security, communications and expenses; existing policies reformatted for exhibitions and display and anti-fraud
- Terms of Reference agreed for all key decision-making groups.
- Cycle of business for Management Team meetings agreed which achieves average 12.5% reduction in length of meetings.

Key activities 2006/07 – 2008/09 and Resources	Risks to achieving (and mitigation)	Performance measures (including Targets & Milestones)
2006/07 - Review policy for Exhibitions & Display - Communications policy and Financial Regulations to be issued - Ongoing monitoring of effectiveness **2007/08** - Review policies for Collections & Acquisitions, Development & Communications and Learning & Access. - Ongoing monitoring of effectiveness **2008/09** - Review policies for Employment & Equality and Resources - Ongoing monitoring of effectiveness **Resources:** Input from Management Team	Delay due to conflicting priorities for Management Team; over-dependence on Head of Finance & Planning to lead (regular Management Team meeting item) Lack of buy–in from management (iterative process to ensure stakeholders are consulted; focus on long-term gains) Unintended creation of more bureaucracy rather than less (focus on key activities)	Delivery in accordance with timetable as follows: • Policies updated in line with 5-year schedule (ongoing) • Communications policy to be fully implemented by Autumn 2006 • Financial regulations to be completed by December 2006 Efficiency gains (1.5% improvement in management productivity from greater clarity and shared understanding, being able to access information more readily, and fewer, shorter and/or more effective meetings) Stakeholders feel they have been appropriately involved in decision–making and better informed of outcomes Monitored by quarterly updates to Management Team

Schedule B National Portrait Gallery Business Plan 2006-09

Summary of Strategic Objectives, Initiatives and Key Performance Indicators

Objective	Initiative/Activity	Key Performance Indicators (quantitative)
Objective 1 - To extend and broaden the range of audiences for the National Portrait Gallery and its work · Numbers of Gallery visits (including children and NS-SEC 5-8) · Gallery visitor satisfaction (recommend to friends?) · Numbers of participation in on-site and outreach programmes (and children in organised educational programmes) · National Programme – numbers of events, visits and loans · Retention rates for memberships · Awards	Audience research Late Night Opening Families & Young People Outreach & Access Schools, Colleges and Adult Visitors (including video-conferencing) General Learning Outcomes (Inspiring Learning for All framework) National Programme numbers of Regional Partners Media Partners Membership scheme	
Objective 2 - To develop the collection, creating opportunities for acquisition & commission Portraits acquired or commissioned Success of fundraising campaigns Media reaction	Acquisitions Commissions	
Objective 3 - To increase the understanding of and engagement with the Collection and its subjects through bringing more of the reference collections into use, and through outstanding research, displays and exhibition, education, access, publishing, information, regional and digital programmes, and a higher national and public profile · Numbers of visits to exhibitions · Assessment of exhibitions against measures of success · Media reaction to programme · General Learning Outcomes (Inspiring Learning for All framework) · Number of website user sessions · Most popular pages on website · Number of portrait records on the website · New partnerships/major developments · Innovations · Meeting AHRC criteria for research · Publications and reviews · Awareness of 150th Anniversary	Loan Exhibitions Displays Interpretation Digital Information Elearning and Web Services Research Publishing	
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 Income targets New partnerships Retention rates for memberships Efficiency targets	Grant-in-Aid The Portrait Fund Retail and E-commerce Picture Library and Licensing Individual Giving Corporate Income	
Objective 5 - To develop · Staff satisfaction		

Objective	Initiative/Activity	Key Performance Indicators (quantitative)
	Equality	
Objective 6 - To bring the buildings, technical and managerial infrastructure of the Gallery to the highest standards, including processes, systems, storage and staff accommodation	Management	· Meeting milestone dates for projects · Compliance e.g. health & safety · Professional standards e.g. ISO · Performance standards for service · Supplier performance on major contracts · providers
	Consolidation - Staff/Buildings/IT	
	Archive	
	St Martin's Place	
	Collection Storage & Management Plan	
	Corporate Records & Collections Information	
	Heinz Archive & Library	
	Internal Governance	

Schedule C National Portrait Gallery Business Plan 2006-09

Outline Plan of major Loan Exhibitions: 2006-09

	SPRING	SUMMER	AUTUMN

2006 150th Anniversary Year

	SPRING	SUMMER	AUTUMN
WOLFSON GALLERY	**Searching for Shakespeare**	**BP Portrait Award**	**David Hockney Portraits**
PORTER GALLERY	**Icons and idols**	**Angus McBean**	**Photographic Portrait Prize**

2007

	SPRING	SUMMER	AUTUMN
WOLFSON GALLERY	**Portraits in Fashion**	RELAUNCH **Portrait Award**	**Pop Art Portraits**
PORTER GALLERY	**Between Worlds**	**Fleet Street Photographs**: Daily Encounters	**Photographic Portrait Prize**

2008

	SPRING	SUMMER	AUTUMN
WOLFSON GALLERY	**The 20th Century Portrait:** Vanity Fair	**Portrait Award**	**Annie Liebovitz**
PORTER GALLERY	**Nine Living Muses**	**Wyndham Lewis**	**Photographic Portrait Prize**

2009

	SPRING	SUMMER	AUTUMN
WOLFSON GALLERY	***Post-war photographic exhibition***	**Portrait Award**	*To be confirmed*
PORTER GALLERY	*Painting or Biographical exhibition*	*Photographic exhibition*	**Photographic Portrait Prize**