

FOREWORD

The National Portrait Gallery is widely acknowledged as a success story. It is increasingly valued for its displays, exhibitions and activities, both at the Gallery and around the country. As one of the museums displaying the many strands of British history, it remains central to discussions around identity, diversity and a critical engagement with questions of achievement and representation in Britain today.

Development

Over the next three years the Trustees and the Gallery's management will continue to develop the National Portrait Gallery as a compelling place to visit and as an inspirational guide to the well known, and less well known, figures of British history. We will promote an interest in portraiture, both historic and contemporary, as one of the great fields of the visual arts. Our aim is to be recognised as a leader in creating new and diverse audiences in London and around the UK, for pursuing new forms of learning and outreach work, and in offering exceptionally useful online resources. We wish to be a trusted national and international partner, and an organisation in which enterprise and creativity are recognised and valued. We are taking up opportunities presented by the Cultural Olympiad, and have also created a new Strategic Plan, 2009-2015, setting out our ambitions for the next seven years.

Given limited resources and modest public funding, the Gallery must continue to grow strong partnerships and find additional substantial support – from corporates, trusts and foundations, and individuals – a task made more difficult by the state of the UK and world economies. This is essential for various strands of our activities, from acquisitions and research, to displays, exhibitions, digital, outreach, learning and other public programmes, as well as improving work in marketing, design, research services, training, professional development and advocacy. We recognise that the Gallery must remain true to its founding principles – celebrating achievement in Britain and promoting the art of portraiture in all media - while engaging with contemporary life in Britain and exploring new ideas.

Building on Success 2008-09

In the past year the Gallery has achieved a number of particular successes:

- A record number of visits to the Gallery (1.83m in the 2008 calendar year)
- Well regarded programme of exhibitions – *Vanity Fair Portraits*, *Brilliant Women*, *Wyndham Lewis*, *Annie Leibovitz: A Photographer's Life*, as well the continuing success of the contemporary competitions *BP Portrait Award* and the *Taylor Wessing Photographic Portrait Prize*.
- Made a sequence of outstanding acquisitions, including portraits of Sir Richard Arkwright, Lady Dacre and her Son, John Dryden, Mary Seacole and the 2006 self-portrait by Marc Quinn
- Completed commissions of important contemporary sitters, including Zaha Hadid, Sir Paul Nurse, Sir Peter Mansfield, Akram Khan, Camila Batmanghelidjh and Michael Holroyd
- Developed major research projects: the Later Victorian and revised Later Stuarts detailed catalogues, and *Making Art in Tudor Britain*.

- Delivered the Strategic Commissioning programme and developed the Subject Specialist Network
- Re-launched the Gallery's website in January 2009
- Made various system improvements including an IT network upgrade, a new purchasing system, replacement stock management system, improvements in accounting for fixed assets, new systems in the library and archive to enable online cataloguing and access, and the integration of several IT applications
- Undertaken the first phase of energy reduction with the re-organisation of arrangements for the separation and recycling of office waste
- The completion of the Landing Project, with support from the DCMS/Wolfson Fund, completing full disabled access to all parts of the Gallery
- Replacement of the chillers, which offer a more energy efficient means of controlling the temperature and humidity in the galleries
- Published an internationally bestselling book of Vanity Fair Portraits

Forthcoming Developments

In the year ahead the Gallery expects to:

- Complete the planning of projects for the Cultural Olympiad, including exhibitions for 2012, commissions and outreach work
- Develop more of the Gallery's national programme work, engaging with new and more diverse audiences, and working with key partners such as the National Trust and North East and South West regions
- Complete or undertake new portrait commissions, including of General Sir Michael Jackson and Sir Willard White
- Develop the future exhibitions programme for 2009 –12 (see Annex A)
- Implement recommendations from a special study of retail activities and an investigation of space utilisation within the building
- Continue development of the Gallery's website, following the re-launch in January 2009
- Develop further major research projects including the Later Victorians Catalogue, Later Stuarts Catalogue, and the next stages of *Making Art in Tudor Britain*
- Distribute the new Strategic Plan 2009-15
- Continue to develop creative ways of bringing in corporate support in the unsettled economic climate – in particular re-launching Corporate Membership

The improvement of the storage of the Collection has long been a priority and the Gallery continues to work in partnership with Tate on their National Art Collections Centre (NACC) project. The inability of the Heritage Lottery Fund to support the NACC project has currently stalled progress and the Gallery is implementing a contingency plan until the project can be revived.

The Gallery is committed to reducing its carbon footprint. It has re-organised its recycling arrangements which have been undertaken to increase re-cycling and reduce waste.

During the forthcoming year, the Gallery has planned several initiatives designed to improve the efficiency of its operations through the greater integration of its IT

applications. It will also begin a major and long term project to improve its information management, leading to the implementation of an electronic document management system by the end of the Plan period.

INTRODUCTION

Purpose of the Corporate Plan

The Gallery has prepared and published a Strategic Plan outlining its vision, themes and objectives for the period leading up to 2015. This Corporate Plan reflects that vision for the three-year period ahead and provides more detail about how the Gallery will implement the Strategic Plan objectives. The Corporate Plan is underpinned by business plans for each of the Gallery's departments (including registers of key risks) and by personal targets set through discussion with individual members of staff. Each Corporate Plan objective includes a range of activities designed to deliver it, set against a specified timetable. In addition, the Corporate Plan includes a set of Key Performance Indicators which, along with the delivery timetable, are reviewed at regular intervals by the Trustees, the Director and Senior Management in order to monitor progress in the achievement of the Gallery's objectives and its general performance.

Context Ahead

The Corporate Plan is set in the context of our capital city, our country and indeed a world going through considerable change. The key factor in determining the context within which this Plan is framed is the rapidly worsening economic climate, with the highly likely prospect of a world recession which may be deep and long-lasting. Whereas the economic climate within which the 2008-11 Plan was framed was potentially tricky, a year later we are confronted with a far more challenging proposition, where opportunities to expand visitor numbers and increase income will be hard won. At the same time, the Gallery cannot avoid responding to the issues of climate change and sustainability, making it imperative that the Gallery does more to reduce its energy and resource use.

The Gallery will, nonetheless, seek to expand the diversity of its audience and will endeavour to consolidate its reputation as a world class gallery. Digital technology and the internet will continue to offer enormous scope for increased access to the Collection and to the wealth of information held by the Gallery around it. The Gallery intends to take full advantage of this medium, and the development of e-learning offers rich opportunities for individuals – in a way that is both highly convenient and low cost - to increase their understanding of British history and portraiture, and enlarges the opportunity for participation in the debates around British identity and citizenship.

The Cultural Olympiad between 2008 and 2012 creates a special chance for the Gallery to develop projects that respond to the themes of human achievement and diversity, with a particular focus on young people and their participation in sport and the arts. The Gallery is working with various partners to present major exhibitions, special commissions, work with the community and a new national initiative for the 2012 year.

The current Government Spending Review ushered in an increase in emphasis by the Government on 'excellence'. The consequences for the museums and galleries sector were outlined and discussed in the Review by Sir Brian McMaster, to which the Gallery made a contribution. This has been taken forward by the Department for Culture, Media & Sport in the form of a programme of Peer Reviews of cultural organisations, to enable the Department to make judgements about the performance and operational capability of its museums and galleries. The Gallery welcomes this prospect and is participating in a pilot peer review.

In addition to the challenging economic environment, the past years have shown that museums and galleries must compete robustly if they are to maintain visitor numbers and interest in their collections and membership schemes. Exhibition programmes have had to include regular exhibitions with popular appeal, and institutions have needed to embrace fully the commercial opportunities arising from them. It is also noticeable that in the drive to attract increased visitor numbers, institutions have also sought to broaden their exhibitions programmes to include content that extends beyond their traditional fields, and in doing so they encroach on subject matter that other museums and galleries would consider their own. Furthermore, the private sector has also shown some willingness to compete directly with the national museums and galleries.

As well as the challenging competitive and economic environments and the high expectations by those funding and supporting the sector, there are other considerable and continuing risks: the continuing threat of central London terrorist attacks most notable amongst them. Extremely tight public finances present a constraint on the Gallery's long term objectives, and although the Comprehensive Spending Review provided the museums and galleries sector with an inflation linked settlement up until 2010-11, the Gallery's capital allocation was significantly lower than its bid to the DCMS. Notwithstanding this, the Gallery will continue to make its case vigorously for the resources that it needs and deserves to do its work properly. Equally, the Gallery will continue to play its part in the agendas of social responsibility, cultural diversity and the more thoughtful use of energy and resources.

Summary of Gallery's aims and key objectives

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

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

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

1. To **extend and broaden the range of audiences** for the National Portrait Gallery and its work through access and learning, a higher national and public profile, and effective communication.
2. To **develop the Collection**, creating opportunities for acquisition and commission, while improving its care and conservation.

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

Highlights of 08/09

2008-09 was a very successful year for the Gallery:

To extend and broaden the range of audiences for the National Portrait Gallery ...	To develop the Collection ...
<ul style="list-style-type: none"> • A record number of visits to the Gallery (1.83m in the 2008 calendar year) • A record number of visits to the Gallery's website, over xx million • Publication of the Gallery's Learning Strategy • Sales of more than 126,000 copies of the Gallery's publications • Delivery of the Strategic Commissioning programme • Development of the Subject Specialist Network • Obtained special Transport for London marketing offer for <i>Annie Leibovitz: A Photographer's Life</i> • Appointment of Audience Development Officer 	<ul style="list-style-type: none"> • Made a sequence of outstanding acquisitions, including portraits of Sir Richard Arkwright, Lady Dacre and her Son, John Dryden, Mary Seacole and the 2006 self-portrait by Marc Quinn • Completed commissions of important contemporary sitters, including Zaha Hadid, Sir Paul Nurse, Sir Peter Mansfield, Akram Khan, Camila Batmanghelidjh and Michael Holroyd
To increase the understanding of and engagement with the Collection ...	To maximize the financial resources ...
<ul style="list-style-type: none"> • Very successful programme of exhibitions – <i>Vanity Fair Portraits, Brilliant Women, Wyndham Lewis, Annie Leibovitz: A Photographer's Life</i>, as well the continuing success of the contemporary competitions <i>BP Portrait Award</i> and the <i>Taylor Wessing Photographic Portrait Prize</i>. • Developed major research projects: the Later Victorian and Later Stuarts detailed catalogues, and <i>Making Art in Tudor Britain</i>. 	<ul style="list-style-type: none"> • Successful public appeals to fund acquisitions of portraits of Sir Richard Arkwright, Lady Dacre and her Son, Mary Seacole, and Marc Quinn's '<i>Bloodhead</i>' self-portrait. • Successful second year of trading by Gallery's subsidiary trading company and record sales of its publications. • Herbert Smith to sponsor the Gallery's 2009 Spring Season. • Successful Gala dinner held in March which raised net proceeds of over £180k towards the Gallery's activities and work with children and young people. • Signing up two completely new sponsors to the Gallery for major exhibitions
To develop staff ...	To bring the buildings, technical and

	managerial infrastructure of the Gallery to the highest standards ...
<ul style="list-style-type: none"> • Undertook a staff survey • Major re-organisation of the Gallery's Learning Department to ensure it has the necessary resources to implement the new Learning Strategy 	<ul style="list-style-type: none"> • Re-launched the Gallery' website in January 2009 • Implemented various system improvements including an IT network upgrade, a new purchasing system, replacement of stock management system, improvements in accounting for fixed assets, and the integration of several IT applications • Launched the Gallery's challenging waste management initiative with the re-organisation of arrangements for the separation and recycling of office waste • Completion of the Landing Project, with support from the DCMS/Wolfson Fund, completing full disabled access to all parts of the Gallery • Replacement of the chillers, offering a more energy efficient means of controlling the temperature and humidity in the galleries.

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

Sandy Nairne
Director

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

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

In the period 2009-12 the Gallery will:

- Hold a broad ranging programme of exhibitions seeking to secure key loans, both nationally and internationally, together with innovative presentation and interpretation, and seeking to maintain overall attendance between 1.6 and 1.8m.
- Promote the Gallery through the exhibition and displays programme, a new marketing programme, publications and targeted programme activity in order to increase awareness of the Gallery and attract a wider audience, and in particular to increase the proportion of BAME and overseas visitors.
- Develop the National Programme with the National Trust, key regions and cities, finding more consistent resources to allow longer-term planning and linkage with the Subject Specialist Network, entitled *Understanding British Portraits*, and the *Portrait Finder*.
- Develop and deliver our Learning strategy and specific programmes and projects in order to extend our reach to target audiences, with special emphasis on families and young people through local, London-wide and national engagement activity.
- Maintain links with LOCOG and other Olympic delivery authorities, and participate in the Cultural Olympiad leading up to the 2012 Olympic Games.

	Project/Activity	Completion
<i>Department area</i>	<i>Key schemes planned to deliver this objective.</i>	<i>Quarter of Financial Year</i>
Communications & Development	Refresh the National Portrait Gallery brand and implement new generic advertising campaign.	Q4/2009-10
Communications & Development	Extending number and range of Thursday and Friday late night opening visitors.	Q4/2009-10
Exhibitions & Collections	Develop action plan for National Programme following review and evaluation of programme and strategy. Tour partner displays where applicable and resources permitting.	Q2 2009-10 and ongoing
Exhibitions & Collections	Implement programme of seminars for SSN (subject to funding)	Q4 2009-10 and ongoing
Exhibitions & Collections	Deliver the programme of exhibitions listed in Annex A.	Ongoing
Exhibitions & Collections	Deliver Strategic Commissioning programme.	Q4 2009-10 and ongoing
Exhibitions & Collections	Cultural Olympiad: development of ideas for partnerships.	Q4 2009-10
Learning	Deliver start of a ‘family offer’ through research, directed and self-directed learning resources, and programmes.	Q1 2009-10
Learning	Develop new Learning Strategy.	Q1 2009-10
Learning	Develop plans for <i>The Road to 2012</i> and other projects	Ongoing thorough

	involving community participation with the Cultural Olympiad across London.	period
Learning	Develop and deliver Studio Gallery exhibition/ programmes to build new audiences- initially to develop interpretation with culturally diverse perspectives (John Lyons)	Ongoing through period
Learning	Develop, plan and deliver a renewed audio guide offer for general visitors and families	Ongoing through period
Learning	Develop, plan and deliver an integrated participation programme for Gay Icons and Indian Portraits	Q2 2009-10
Trading	Review current educational & learning materials and research future requirements.	Q1 2009-10

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

In the period 2009-12 the Gallery will:

- Continue with the ongoing programme of new commissions and acquisitions of portraits and photographs.
- Undertake programmed reviews and projects to improve and enhance the Collection’s care, conservation and storage.
- Develop a strategy to re-house the collection of pictures and sculpture in store in high standard accommodation, preferably through cooperation with Tate, but if necessary using an alternate option.

	Project/Activity	Completion
<i>Department area</i>	<i>Key proposals planned to deliver this objective.</i>	<i>Quarter of Financial Year</i>
Contemporary Curator	Review status of existing support for commissions.	Ongoing
Learning	Commission a definitive photographic portrait of the Olympics with links to outreach work.	Q2 2010-11
Exhibitions & Collections	Develop the role of Collections Management Services	Q2 2009-10
Exhibitions & Collections	Support programmed conservation projects.	Ongoing
Exhibitions & Collections	Continue with planning the options for Collection storage.	Q3 2009-10

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

In the period 2009-12 the Gallery will:

- Implement a rolling programme of creative interventions, projects and enhancements to the Gallery’s displays of the Collection, and promote engagement with less visited parts of the Collection.
- Continue to develop the understanding of the Gallery’s Collection through digitisation and associated programmes, and continue to expand the amount of information available digitally on portraits in the Collection.
- Undertake a programme of research designed to raise the profile and understanding of the Collection, and strengthen the Gallery’s reputation as a centre of excellence for research into and understanding of British portraiture, seeking partnerships as appropriate.
- Continue to create outstanding loan exhibitions (with national and international collaboration) offering diversity of material and broader interaction, and emphasising links between exhibitions and ongoing research around the Collection.
- Continue the high quality publishing programme, balancing exhibition catalogues and collection-related books with titles reaching a wider audience
- Develop digital programming and services following on from the re-launch of the website in January 2009.

	Project/Activity	Completion
<i>Department area</i>	<i>Key proposals planned to deliver this objective.</i>	<i>Quarter of Financial Year</i>
Chief Curator	Enhance and review display of the Collection through an ongoing process of renewal.	Ongoing
Chief Curator	Improve interpretation in the Galleries through newly formed Interpretation Forum and consider new approaches in selected displays	Ongoing
Chief Curator	Develop plans to enhance IT Gallery to increase understanding of the Collection. Complete review of long-term sustainability of digital information and make recommendations.	Q3 2009-10
16 th Century Curator	AHRC Research grant bid for <i>Making Art in Tudor Britain</i> .	Q3 2009-10
19 th Century Curator	Publish first tranche of <i>Later Victorians</i> catalogue, deciding on next research tranche and identifying funding for it.	Q2 2009-10
19 th Century Curator	Develop academic partners and projects for potential AHRC bids and other projects, maintain AHRC IRO status.	Ongoing & IRO status in 2010-11
Exhibitions & Collections	Deliver the programme of exhibitions listed in Annex A.	Ongoing
Trading	Publish new format visitor guide and create other guides, companions and trails in light of its	Q2 & Q4/2009-10

	sales/customer feedback	
Trading	Publish and market <i>Later Stuarts</i> catalogue within agreed level of subsidy	Q3 2009-10
Trading	Evaluate an electronic publishing programme and other opportunities presented by the re-launch of the Gallery's web site.	Q3 2009-10
Archive & Library	Provide access to archive and library OPACs via Gallery website.	Q3 2009-10
Archive & Library	Develop Portrait Finder initiative (subject to funding)	Ongoing

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

In the period 2009-12 the Gallery will:

- Continue with research and identification of potential donors , for individual memberships, for donations and encourage future legacies.
- Review and develop the Patrons, Associates and Membership schemes to ensure they remain attractive and continue to grow.
- Increase the Portrait Fund, growing the Fund to a sufficient level with a target of at least £10m by 2015.
- Deliver a programme of events for cultivation and fundraising, and seek sponsors for exhibitions and key gallery events and programmes .
- Undertake new initiatives through the Trading Company, so as to increase net returns to the Gallery through present activities and as appropriate through new income streams.
- Deliver efficiencies in the way Gallery resources are managed and continue to control costs and take opportunities to make further savings, through effective procurement and critical examination of existing programmes of activity.

	Project/Activity	Completion
<i>Department area</i>	<i>Key proposals planned to deliver this objective.</i>	<i>Quarter of Financial Year</i>
Communications & Development	Increase the number of Associates and Members and achieve annual targets set for Patrons and major donors.	Ongoing
Communications & Development	Secure sponsors for 2010 Wolfson exhibitions, and the Late Night opening and Olympic Commissions.	Q4/2009-10
Communications & Development	Undertake a campaign for bequests	Q3 2009-10
Finance	Investigate and implement alternative investment options for Gallery and Portrait Fund reserves.	Q2 2009-10
Resources/Finance	Deliver the DCMS value for money savings.	Ongoing
Trading	Continue with launch of the web-based service for image licensing and e-commerce (Capture)	Q1 2009-10
Trading	Maximise retail revenue from all exhibitions, including production of linked merchandise, where possible and appropriate.	Ongoing
Trading	Work with other departments to make cost & efficiency savings on the Gallery’s print procurement in line with its sustainability objectives	Q2 2009-10
Trading	Review digitisation of collections in light of commercial priorities, processes, management and infrastructure	Q2 2009-10

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

In the period 2009-12 the Gallery will:

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

	Project/Activity	Completion
<i>Department area</i>	<i>Key proposals planned to deliver this objective.</i>	<i>Quarter of Financial Year</i>
Resources	Continue to run the Institute of Leadership and Management (ILM) Introductory Diploma in Management courses.	Ongoing during period
Resources	Introduce a CPD (Continual Professional/Personal Development) programme	Q1 2009-10
Resources	Data Protection training	Q2 2009-10
Resources	Continue programme of Health and Safety training including developing new courses	Ongoing 2009-10
Resources	Develop our shared training initiative with St Martin in the Fields	Ongoing 2009-10
Trading	Undertake regular training of staff to improve service levels and visitor conversion and customer transaction values.	Ongoing

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

In the period 2009-12 the Gallery will:

- Develop the input and capability of the Trustees to support the overview of the organisation through governance development.
- Renew key building services, improve access and strengthen security in the Gallery.
- Seek to continue to improve IT infrastructure through a process of integration and rationalisation.
- Consider an electronic records management system to establish a process for the longer term preservation and sustainability of the Gallery's working records in electronic form.
- Strengthen procurement practices and processes, and seek more sustainable and efficient use of resources.
- Introduce improved systems in HR and Finance and Planning Departments.

	Project/Activity	Completion
<i>Department area</i>	<i>Key proposals planned to deliver this objective.</i>	<i>Quarter of Financial Year</i>
Chief Curator	Continue further stepped phases to develop the new Gallery website.	Ongoing
Finance	Continue training programme for Budget Holders and Budget Managers.	Ongoing during 2009-10
Finance	Embedding of purchase ordering system into Gallery procurement processes.	Ongoing during 2009-10
Finance	Embedding of new fixed asset register and improvements following 5 yearly revaluation exercise.	Q4 2009-10
Archive & Library	Implement phased programme with appropriate software to improve management of the Gallery's electronic records, subject to additional resources.	Q3 2010-11
Archive & Library	Continue work on the records management module of CALM to support better management of the Gallery's current and semi-current records.	Ongoing
Learning	Review and improve current booking system and procedures.	Q3 2009-10
Resources	Improve fire stopping and fire damper control.	Ongoing during 2009-10
Resources	Source and implement HR information management system, subject to funding.	During 2010-11
Resources	Review Business Continuity Plan and test its resilience.	Q4 2009-10
Resources	Continue sustainability initiatives, including enhanced recycling and energy saving schemes.	Ongoing during 2009-10

Resources	Telephone system replacement.	Q3 2009-10
Trading	Embed new stock management and (EPOS) system, and optimise benefits of additional analytical information provided by it for space allocation and product mix.	Q1 2009-10
Trading	Undertake cost/benefit review for refurbishment of main shop and other options for the Bookshop	Q2 2009-10
Trading	Collections photography and imaging consultation and review of process, management and infrastructure	Q3 2009-10

Key Performance indicators

Listed below is a set of Key Performance indicators which, together with the progress in implementation of the objectives listed earlier, the Trustees and Senior Management will review to assess the Gallery's overall performance. A number of the KPIs arise out of the 2008-11 Funding Agreement with the DCMS.

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

(*performance reviewed on an annual basis)

Risk Management

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

Budget

	2009-10	2010-11	2011-12
	£000	£000	£000
Grant in Aid	7,744	7,879	8,068
Self-generated income	5,340	3,860	3,907
Trading company income	2,319	2,318	2,376
Total resources expended	(15,551)	(15,221)	(15,384)
Transfers and carry forwards	349	1,036	335
Net surplus/(deficit)	200	(128)	(698)

Budget commentary

The Gallery is planning to run an overall deficit budget of £625k over the Corporate Plan period. The decline in self-generated income in 2010-11, compared to the previous year, is caused by the ending of the sequence of Lerner donations (the last of which is made in January 2010). The Gallery has prepared its Corporate Plan in this context and intends deploying some of the reserves it has built up in recent years for this purpose. The Gallery has built sufficient reserve in recent years, from its very successful exhibitions programme and fund raising activities, to fund the deficit budgets from 2010-2012. The Gallery considers it appropriate to maintain its current level of activity during the period and that it can do so whilst still maintaining a prudent level of reserves, in accordance with its reserves policy, despite the difficult economic environment.

The decline in self-generated and trading income reflects the uncertainties which exist at present in the exhibition programme from 2010-11 onwards, which make it difficult to forecast exhibition fees and opportunities for publications sales and retail merchandising to compliment the exhibition programme. The situation will become clearer as the programme is firmed up during 2009-10.

The level of grant-in-aid allocated in 2011-12 has yet to be confirmed, as this will be the first year of the new Spending Review. Allocations for the new Spending Review are unlikely to be confirmed until 2010-11, but in the meantime the Gallery has assumed that it will receive an inflation linked uplift, as it did in the last Comprehensive Spending Review settlement.

Annex A

National Portrait Gallery

Exhibition Programme 2009-12

	WOLFSON GALLERY	PORTER GALLERY
2009	Gerhard Richter Portraits 26 Feb – 31 May 2009 50,000: £8	Constable Portraits: The Painter and His Circle 5 Mar – 14 Jun 2009 35,000: £5
	BP Portrait Award 2009 18 Jun – 20 Sep 2009 180,000: free	Gay Icons 1 Jul – 18 Oct 2009 60,000: £5
	Beatles to Bowie: the 60s exposed 15 Oct 2009 – 24 Jan 2010 [NB Wolfson, 36, 41, 41a] 70,000: £11	Taylor Wessing Photographic Portrait Prize 2009 5 Nov 2009 – 14 Feb 2010 170,000: free
2010	Irving Penn Portraits 18 Feb – 31 May 2010 50,000: £10	The Indian Portrait (title tbc) 11 Mar – 20 Jun 2010 100,000 free
	BP Portrait Award 2010 17 Jun – 12 Sep 2010 180,000: free	Camille Silvy (title tbc) 8 Jul – 24 Oct 2010 20,000: £5
	Thomas Lawrence 21 Oct 2010 – 23 Jan 2011 [Wolfson, 36, 41, 41a] 45,000: £11	Taylor Wessing Photographic Portrait Prize 2010 11 Nov 10 – 20 Feb 2011 170,000: free
2011	E.O.Hoppé 17 Feb – 30 May 2011 90,000: £11	Ida Kar 10 Mar – 19 Jun 2011 100,000+: free
	BP Portrait Award 2011 16 Jun – 18 Sep 2011 180,000: free	The Glamour of the Gods 7 Jul – 23 Oct 2011 50,000: £6
	Caught in the Act: Art, Sex and Theatre in the late C18th (title tbc) 20 Oct 2011 – 8 Jan 2012 25,000: £11	Photographic Portrait Prize 2011 10 Nov 2011 – 12 Feb 2012 170,000: free ?
2012 Cultural Olympiad	Lucian Freud Portraits Feb – May 12 [NB Wolfson, ground floor] 150,000: £12	<i>Contemporary Collection display</i> Mar – Apr 2012
	Portrait Award 2012 Jun – Sep 12	The Queen: 60 Images for 60 Years May – Oct 2012
	Henry Prince of Wales Oct 2012 – Jan 2013	Photographic Portrait Prize 2012 Nov 2012 – Feb 2013
	<i>Road to 2012/ National Portrait</i>	

Annex B

Glossary of abbreviations

AHRC	Arts and Humanities Research Council	KPI	Key Performance Indicator
A&L	Archive and Library	LOCOG	London Organising Committee of the Olympic Games
BAME	Black, Asian and Minority Ethnic	NACC	National Art Collections Centre
C&D	Communications and Development Department	NAO	National Audit Office
CSR07	Comprehensive Spending Review 2007	NPG	National Portrait Gallery
DCMS	Department of Culture, Media and Sport	NT	National Trust
HLF	Heritage Lottery Fund	PPP	Photographic Portrait Prize
HR	Human Resources	OGC	Office of Government Commerce
I&CF	Investment and Contingency Fund used for investment which fulfils business Plan Priorities	OPACs	Online Public Access Catalogues
IMS	Information Management System	SMT	Senior Management Team
IRO	Independent Research Organisation		