

FOREWORD

The National Portrait Gallery is a continuing success, and increasingly valued for its displays, exhibitions and activities, both around the country and in London, where a record number of visits were made in 2009. As one of the museums displaying the many strands of British history, it wishes to promote discussions around identity, diversity and a critical engagement with questions of contribution, 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, offering exceptionally useful online resources and renewing our facilities and services at St Martin's Place. We wish to be a trusted national and international partner, and an organisation in which enterprise and creativity are recognised and valued. The Gallery has an important part to play in the Cultural Olympiad, and our Strategic Plan, 2009-2015, sets out our ambitions for this period.

The difficult economic climate has put pressure on the limited resources and modest public funding the Gallery receives. It must continue to foster strong partnerships and find additional substantial support – from individuals, corporates, trusts and foundations in spite of the difficult 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.

Building on Success 2009-10

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

- A second year of record numbers of visits to the Gallery (likely to exceed the record of 1.8m in 2008-09).
- A very successful programme of exhibitions and publications – *Gerhard Richter Portraits*, *Constable Portraits*, *Gay Icons*, *Beatles to Bowie*, as well as the continuing success of the contemporary competitions *BP Portrait Award* and the *Taylor Wessing Photographic Portrait Prize*.
- The successful launch of the 'Take Another Look' generic advertising campaign.
- A sequence of outstanding acquisitions, including portraits of Isabella Blow, William Cobbett, John Philip Kemble and Nelson Mandela.
- Completed commissions of important contemporary sitters, including Princes William and Harry, General Sir Mike Jackson, Sir V.S. Naipaul and Sir Willard White.

- 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
- Secured sponsorship from BT for *The Road to 2012: A Portrait of the London Olympics* project which will be the centre piece of the Gallery's contribution to the Cultural Olympiad in the run up to the 2012 Olympic Games.
- Developed the programme with Olympic sponsor BP to create *Next Generation*, a project to inspire young people through the creative input of BP Portrait Award artists.
- Made various system improvements including commencing a major project for the introduction of a new telephone system, continued refinements to the website, improvements in accounting for fixed assets and Gallery reserves, and the integration of several IT applications.
- Continued the programme of energy reduction and recycling of office waste, and signed up to the national 10:10 campaign.

Forthcoming Developments

In the year ahead the Gallery expects to:

- Implement the first stage of the projects: *National Portrait Gallery/BT Road to 2012* and the *BP Portrait Award Next Generation* for the Cultural Olympiad.
- Continue with the Gallery's national programme work, engaging with audiences, and working with key partners such as the National Trust and North East and South West regions.
- Plan for the better use of the Gallery's public spaces, and the improvement of its facilities and services.
- Complete or undertake new portrait commissions, including Shami Chakrabarti, Sir James Dyson, James Lovelock and Dame Anne Owers.
- Develop the future exhibitions programme for 2010-13 (see Annex A) and plan for 2013 onwards.
- Implement recommendations from the special study of retail activities and an investigation of space utilisation within the building.
- Continue development of the Gallery's digital programmes, the website, and the on-line shop.
- Develop further major research projects including the Later Victorians Catalogue and the next stages of *Making Art in Tudor Britain*.
- Continue to develop creative ways of bringing in individual and corporate support in the difficult economic climate – in particular re-launching Patrons, Associates and Corporate Membership.

The improvement of the storage of the Collection has long been a priority and the Gallery is working with Tate on shared storage facilities, subject to finalizing the financial arrangement and Heads of Terms.

The Gallery is committed to reducing its carbon footprint. It is testing low energy lights in the galleries and will increase re-cycling and the reduction of waste.

Over the next year, the Gallery has planned several initiatives designed to improve certain key systems, in particular it will be replacing its antiquated telephone system with one based on VOIP, (voice over internet protocol). It will also take forward a major and long term project to improve its information management - funds permitting - leading to the implementation of an electronic document management system by the end of the Strategic 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. A key factor in the context within which this Plan is framed is the present economic climate. There is no doubt that the period of the 2010-13 Plan will be very challenging. It begins as the country emerges from recession, the effects of which are still likely to be felt across all three years. Even if the economic climate improves, the state of the public finances will remain difficult for some considerable time. There has already been a modest cut in the Gallery's 2010-11 grant-in-aid of 0.5%, (£37k), and it remains unclear what funding the Gallery will receive from DCMS from 2011-12 onwards. Nevertheless, the Gallery remains determined and positive about the future. The Trustees are resolved to maintain the current balance of the Gallery's programme and see no reason for heavy cuts in the Gallery's offer to the public planned originally for the period. The Gallery recognises, however, that there has to be a rebalancing of the budget during the period, given the present uncertainty over the public finances, in order to enable the Gallery to deliver its key priorities during the period of the Plan and to ensure ongoing stability in its finances.

To facilitate this rebalancing, the senior management team undertook a number of recession planning workshops to identify where additional income could be earned and savings made. At the same time, the Strategic Plan priorities were reviewed to identify those which Trustees and senior management regard as being most important and should be funded.

In the present corporate sponsorship climate the Gallery achieved a notable success in securing sponsorship from BT for its *Road to 2012* project, and joins the BP *Next Generation* project as part of the Cultural Olympiad. *The Road to 2012: A Portrait of the London Olympics* is a photographic project that involves commissioning new portraits which will capture the individuals from across Britain, young and old, those within the public eye and those working behind the scenes, all of whom are contributing to the 2012 Olympic Games. The project will culminate in a series of public displays linked with the Olympic and Paralympic Games during the summer of 2012.

In November 2008 the Gallery participated in the DCMS's pilot peer review in and received a very positive report. The Review concluded that the Gallery is "a nimble, creative, fast moving and aspirational organisation that uses its relatively small size

to its advantage. It is self confident and has the ability and expertise needed to seize upon its opportunities". The Gallery will need to demonstrate these characteristics to the full if it is to continue to thrive in the current complex economic and public funding climate.

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 2009-10

2009-10 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 (1.96m in the 2009 calendar year). • Continued high number of visits to the Gallery's website, over 16 million. • Delivery of the Strategic Commissioning programme, with 100,000 visitors to <i>Comedians</i> exhibition at three partner venues. • Continued growth and development of the Subject Specialist Network, including oversubscribed seminars and increased membership. • Display and publication for Twiggy achieved significant publicity and a new sales partnership with Marks and Spencer. • Successful ongoing generic advertising campaign 'Take Another Look' devised and implemented. • Use of social networking as part of marketing strategy. 	<ul style="list-style-type: none"> • Made a sequence of outstanding acquisitions, including portraits of Isabella Blow, William Cobbett, John Philip Kemble and Nelson Mandela. • Completed commissions of important contemporary sitters, including Princes William and Harry, General Sir Mike Jackson, Sir V.S. Naipaul and Sir Willard White. • Installed and maintained the innovative Marc Quinn <i>Self</i> sculpture.
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 and publications – <i>Gerhard Richter Portraits</i>, <i>Constable Portraits</i>, <i>Gay Icons</i>, <i>Beatles to Bowie</i>, as well the continuing success of the contemporary competitions <i>BP Portrait Award</i> and the <i>Taylor Wessing Photographic Portrait Prize</i>. • Published <i>Later Stuarts</i> catalogue and advanced other major research projects: <i>Later Victorian</i> catalogue, and <i>Making Art in Tudor Britain</i>. • Publication of new guides to the Collection including <i>A Guide to the National Portrait Gallery</i> and <i>A Guide to Contemporary Portraits</i>. • Digitised and made available 35,000 portrait records from the Photographs Card Catalogue. 	<ul style="list-style-type: none"> • Successful third year of trading by Gallery's subsidiary trading company. • Publishing and Retailing exceeded annual income targets. • Further international editions of <i>Vanity Fair Portraits</i> published and of <i>Beatles to Bowie</i>, <i>The Indian Portrait</i>, with US distribution for <i>Irving Penn Portraits</i>. • Herbert Smith to sponsor the Gallery's 2010 Spring Season. • Signing up British Land, Rosé d'Anjou, Bank of New York Mellon, Bank of America Merrill Lynch and BT as completely new sponsors to the Gallery for major exhibitions and projects. • Securing sponsorship for a programme of late night opening during 2010-11.
To develop staff ...	To bring the buildings, technical and managerial infrastructure of the Gallery to the highest standards ...
<ul style="list-style-type: none"> • Institute of Leadership and Management (ILM) Introductory Diploma in Management courses provided for junior/middle managers. • Continued Diversity and Equality training programme for all Gallery staff. • Compulsory data protection training introduced for all staff. 	<ul style="list-style-type: none"> • Implemented various system improvements including replacement of telephone system, improvements in accounting for fixed assets, and the continued integration of IT applications. • Continued the Gallery's challenging waste management initiative with the re-organisation of arrangements for the separation and recycling of office waste. • Partial refurbishment of the Bookshop. • Undertook a review of space planning and a review of the bookshop and the Gallery's retail operations.

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 2010-13 the Gallery will:

- Hold a broad ranging programme of exhibitions seeking to secure key loans, both nationally and internationally, together with innovative presentation and improved interpretation taking into consideration ways to make exhibitions more sustainable and cost effective, and seeking to maintain overall attendance between 1.6 and 1.9m.
- 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, young people and overseas visitors. Maintain knowledge of current and potential audiences with a programme of audience research.
- Develop the National Programme with the National Trust, key regions and cities, finding more consistent resources to allow longer-term planning and linkage with the Subject Specialist Network.
- Develop and deliver specific programmes and projects 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, linking to outreach projects and community participation.
- Deliver National Portrait Gallery/BT *Road to 2012* project as part of the Gallery’s participation in the Cultural Olympiad leading up to the 2012 Olympic Games.

	Project/Activity	Completion
<i>Department area</i>	<i>Key schemes planned to deliver this objective.</i>	<i>Quarter of Financial Year</i>
Communications & Development	Develop the National Portrait Gallery brand, create a sub-brand strategy, and refresh the brand guidelines. Undertake a programme of quantitative and qualitative market research.	Q3/2010-11 Ongoing
Communications & Development	Attract new and target audiences by maximising audience development opportunities offered by the exhibitions and displays programme and promotion of Take Another Look.	Q4/2010-11
Communications & Development	Extending number and range of Thursday and Friday late night visitors through sponsorship of the programme and creative marketing.	Q1/2010-11 and ongoing
Exhibitions & Collections	Re-write National Strategy and form Action plan	Q1 2010/11
Exhibitions & Collections	SSN Implement programme of seminars, oversee continued mapping of collections and portrait expertise.	Q4 2010-11
Exhibitions & Collections	Deliver the programme of exhibitions listed in Annex A.	Ongoing
Exhibitions & Collections	Deliver Strategic Commissioning programme and national programme, including loans activity and touring collection	Q4 2010-11

	exhibitions.	
Exhibitions & Collections	Deliver project with London Museums Hub which enables smaller London museums to borrow works from national collections	Q4 2010-11
Learning	Integrated participation programme delivered for the <i>Indian Portraits</i> exhibition.	Q1 2010-11
Learning	Co-deliver the <i>Road to 2012</i> as a photographic portrait of the Olympics with links to outreach work. Conclude Year 1 activity and commence Year 2 activity	Ongoing
Learning	Develop and deliver new content for the enhanced late night programme.	Q1 2010-11
Learning	Develop new content (BSL and picture descriptions) for the new Gallery Audio guide, and the Audio guide for families.	Q2 2010-11
Learning	Creative participation project for Arabic speaking communities in West London, funded by John Lyons Charity.	Ongoing until 2012

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

In the period 2010-13 the Gallery will:

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

	Project/Activity	Completion
<i>Department area</i>	<i>Key proposals planned to deliver this objective.</i>	<i>Quarter of Financial Year</i>
Contemporary Curator	Several J.P. Morgan funded commissions to be progressed in 2010-11. BP commissioned artists to be allocated sitters in 2010-11.	Q1 2010-11 and ongoing
Learning	Co-deliver the <i>Road to 2012</i> as a photographic portrait of the Olympics with links to outreach work. Conclude Year 1 activity and commence Year 2 activity.	Ongoing
Exhibitions & Collections	Plan and implement decant of Merton and Constantine Store to Tate Store (or other options) – subject to financial and heads of terms agreement.	Q4 2010-11
Exhibitions & Collections	Support programmed conservation projects.	Ongoing

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 2010-13 the Gallery will:

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

	Project/Activity	Completion
<i>Department area</i>	<i>Key proposals planned to deliver this objective.</i>	<i>Quarter of Financial Year</i>
Chief Curator	Enhance and review display of the collection: redo room 3 in due course; explore renewal of cases in rooms 24, 26, 27, 28; review Balcony Gallery displays	Ongoing
Chief Curator	Improve interpretation in the Galleries through an agreed programme and consider new approaches in selected displays	Ongoing
Chief Curator	Develop plans to enhance IT Gallery, to increase visitor understanding of portraiture and the collections and embracing a wider range of on-site interpretation	Q1 2010-11
Chief Curator	Enhance knowledge of collection by linking Later Victorian catalogue to Search the Collection facility on website, by cataloguing other parts of the collection and by developing links to existing catalogue information.	Ongoing
16 th Century Curator	Continue with the <i>Making Art in Tudor Britain</i> project.	Q4 2010-11
19 th Century	Publish first tranche of <i>Later Victorians</i> catalogue, deciding on	Q2 2010-11

Curator	next research tranche and identifying funding for it.	
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	Research and propose a large format book about the Gallery's Collection to complement the new-format Gallery GUIDE/s.	Q2 2010-11
Trading	Review the Gallery's publishing policy.	Q1 2010-11
Trading	Evaluate the success of the new format Gallery GUIDE/s and progress publication of additional guides pending agreement on a viable sales target with Retail	Q3 2011-12
Archive & Library	Catalogue the papers of Sir George Scharf onto EOS and CALM, develop web-feature and prepare display proposal.	Q4 2010-11
Archive & Library	Finish cataloguing and digitising the Large Portfolio engravings collection.	Q4 2010-11
Archive & Library	Commence indexing portraits in other collections on Multi-Mimsy.	Q1 2010-11
Archive & Library	Continue archive cataloguing project, focusing on Exhibition records up to 1997 and Regional Partnership records.	Q4 2010-11

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 2010-13 the Gallery will:

- Continue with research and identification of potential donors, for individual memberships, for major donations and to encourage future legacies.
- Review and develop the Patrons and Associates benefits to ensure they remain attractive. Continue to grow individual support towards 10,000 Members by 2015.
- Increase the Portrait Fund, growing the Fund to a sufficient level with a target of at least £10m by 2015.
- To continue to explore creative ways of attracting support from companies to support core funding.
- Deliver a programme of events for cultivation and fundraising, to maintain trust and foundation support and seek sponsors for exhibitions and key Gallery events and programmes.
- Undertake new initiatives through the Company, so as to increase net returns to the Gallery through present activities and as appropriate through new income streams.
- Deliver efficiencies in the way Gallery resources are managed and continue to control costs and take opportunities to make further savings, through effective procurement and critical examination of existing programmes of activity.

	Project/Activity	Completion
<i>Department area</i>	<i>Key proposals planned to deliver this objective.</i>	<i>Quarter of Financial Year</i>
Communications & Development	Increase the number of Associates and Members and achieve annual targets set for these classes of membership.	Q4/2010-11 Ongoing
Communications & Development	Prepare and implement a strategy for higher level donor support and bequests.	Q3 2010-11
Communications & Development	Co-deliver the <i>BT Road to 2012</i> and <i>BP Portrait Award</i> Next Generation projects. Continue to explore creative ways of attracting income through corporate support, over and above special projects	Q3 2010-11
Communications & Development	Generate new business by researching new potential event clients, and Increase Ondaatje Wing Theatre hire through National Portrait Gallery Company.	Ongoing
Finance	Draft and implement an investment strategy in consultation with the Investment Committee.	Q2 2010-11
Finance	Implement recession planning initiatives in order to rebalance the budgets in 2010-12	Ongoing in 2010-11
Resources/Finance	Deliver the DCMS value for money savings.	Ongoing

Trading	Review the online offer and marketing in light of web site Phase II development and other investment requirements	Q2 2010-11
Trading	Work with other departments to make cost & efficiency savings on the Gallery's print procurement in line with its sustainability objectives, and evaluate the initiative.	Q3 2010-11
Trading/Learning	Scope a charged programme for group visits and set up a charging group visit offer.	Q1 2010-11

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

In the period 2010-13 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	Implement line manager induction programme.	Ongoing during period
Resources	Review and update the Gallery’s employment policies noting any legislative changes.	Q3 2010-11
Resources	Update Employee Handbook	Q3 2010-11
Resources	Update Equality Action Plan, noting any legislative changes	Q2 2010-11
Resources	To roll out comprehensive visitor services training programme	Ongoing 2010-11
Trading	Undertake regular training of staff to improve service levels and visitor conversion and customer transaction values.	Ongoing
Learning	Develop and deliver an audience awareness programme for Visitor Services Assistants to support staff and enhance visitor experience.	Q1 2010-11

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

In the period 2010-13 the Gallery will:

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

	Project/Activity	Completion
<i>Department area</i>	<i>Key proposals planned to deliver this objective.</i>	<i>Quarter of Financial Year</i>
Chief Curator	Ongoing priority development of Gallery website to enhance the provision of digital information and to engage with a wide range of audiences.	Ongoing
Finance	Continue training programme for Budget Holders and Budget Managers.	Ongoing during 2010-11
Finance	To maintain the profile of the purchase ordering system (Soprano) and to continue to introduce improvements to the application as required.	Ongoing
Finance	Embed new fixed asset register and improvements to procedures following 5 yearly revaluation of land, buildings, plant and equipment.	Q2 2010-11
Learning	Maintain improvements with Bookings system for schools and public programmes.	Q3 2010-11
Resources	Reconfigure frame workshop.	Q4 2010-11
Resources	Source and implement HR information management system, subject to funding.	Q4 2010-11
Resources	Finalise review of Business Continuity Plan and test its resilience.	Q4 2010-11
Resources	Continue to research, produce business cases and implement energy saving projects, including further lighting track replacement	Ongoing during 2010-11

Resources	Complete telephone system replacement project.	Q3 2010-11
Trading	Review product and packaging sourcing in light of the Gallery's environmental sustainability priorities.	Q1 2010-11
Trading	Undertake cost/benefit review for partial refurbishment of main shop.	Q1 2010-11
Trading	Review of commercial priorities, processes, management and infrastructure of the Picture Library.	Q2 2010-11
Trading	Review collections photography processes, management and media storage.	Q2 2010-11

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 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

	2010-11	2011-12	2012-13
	£000	£000	£000
Grant in Aid	7,842	7,842	7,842
Self-generated income	3,249	3,629	4,553
Trading income	2,591	2,927	3,341
Total resources expended	(15,226)	(15,041)	(15,390)
Transfers and carry forwards	1027	565	73
Net surplus/(deficit)	(517)	(78)	419

Budget commentary

The Gallery is planning to run an overall deficit budget of £176k over the Corporate Plan period. The Gallery has prepared its Corporate Plan in this context and is determined to maintain the quality of its offer to the visiting public. In order to achieve this, the Gallery will deploy some of the reserves it has built up in recent years to fund the deficit budgets in 2010-2011 and 2011-12, whilst at the same time maintaining adequate level of its remaining reserves in accordance with the Reserves Policy.

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 a flat cash settlement, based on the allocation it received in 2010-11.

Annex A

National Portrait Gallery

Exhibitions Programme 2010-13

	WOLFSON GALLERY	PORTER GALLERY
2010	Irving Penn Portraits 18 Feb – 31 May 2010 50,000: £10	The Indian Portrait: 1560-1860 11 Mar – 20 Jun 2010 80,000: free
	BP Portrait Award 2010 17 Jun – 12 Sep 2010 220,000: free	Camille Silvy 1834-1910 : Photographer of Modern Life 8 Jul – 24 Oct 2010 20,000: £5
	Thomas Lawrence 21 Oct 2010 – 23 Jan 2011 [Wolfson, 36, 41, 41a] 45,000: £12	Taylor Wessing Photographic Portrait Prize 2010 11 Nov 10 – 20 Feb 2011 100,000: £1
2011	E.O.Hoppé 17 Feb – 30 May 2011 40,000: £11	Ida Kar 10 Mar – 19 Jun 2011 90,000+: free
	BP Portrait Award 2011 16 Jun – 18 Sep 2011 220,000: free	The Glamour of the Gods 7 Jul – 23 Oct 2011 55,000: £6
	The First Actresses: Nell Gwynn to Sarah Siddons 20 Oct 2011 – 8 Jan 2012 35,000: £11	Photographic Portrait Prize 2011 10 Nov 2011 – 12 Feb 2012 100,000: £1
2012	Lucian Freud Portraits 9 Feb – 27/28 May 12 [NB Wolfson, ground floor] 160,000: £14(tbc)	<i>Contemporary Collection display</i> Mar – Apr 2012
	BP Portrait Award 2012 21 or 28 Jun – 23 Sep 12 220,000: free	The Queen: 60 Images for 60 Years 17 May – 21 Oct 2012 110,000: £6
	Henry Prince of Wales Oct 2012 – Jan 2013 30,000: £12	Photographic Portrait Prize 2012 Nov 2012 – Feb 2013 100,000: £1
2013	Man Ray Feb – May 13 100,000: £13	Mar – Apr 2013
	Contemporary Painting 2013 Jun – Sep 12	Jul - Oct 2013
	Oct 2013 – Jan 2014	Photographic Portrait Prize 2013 Nov 2013 – Feb 2014

Annex B

Glossary of abbreviations

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