Business Plan 2005 – 2008

National
Portrait
Gallery

1   Introduction
Following a decade dominated by physical renewal and extension of the galleries, the Gallery's overall Corporate Plan for the period 2004 to 2009 describes the challenge for the current decade as "…to make the Gallery famous for its ability to bring history to life, to connect to contemporary issues, to communicate with different audiences and to share its work with the country as a whole. In 2006 we want to celebrate the 150th anniversary of the Gallery with great confidence. By 2007 we want to be able to demonstrate a higher national profile, a wider range of visitors and participants, an increase in our resources and assets, and an imaginative development of our collection and public programmes while working as a more integrated and better focused institution: a demanding but achievable goal."

The purpose of this document, the Business Plan for 2005-2008, is to set out the key programmes and projects to be undertaken over the next three years in the pursuit of this aim. This Business Plan therefore updates the previous Business Plan covering 2004 – 2007 to reflect progress in terms of these initiatives as well as to respond to emerging opportunities and challenges. Refinements from last year's Business Plan include:

- Reiterating our commitment to audience development and public access;
- Development of the programme during the Gallery's 150th anniversary year;
- Building on our work with our National Partners and other regional initiatives;
- Ongoing evaluation of our programmes and organisational effectiveness;
- Sustaining our fundraising and income-generating efforts;
- Consolidating our operations following increases in Grant-in-Aid from 2006/07; and
- Continuing to ensure resources are managed efficiently and effectively.

While the initiatives set out at Schedule B focus on the key programmes and projects to be undertaken, underlying these are a wide range of core activities that form the cornerstone for the Gallery's success as a whole. Whether it is visitor or customer care, programme organisation, fundraising, promotion and delivery, handling works of art, editing publications, maintaining buildings, managing staff or paying suppliers, it is our ability to perform these fundamental tasks well that provides the foundation for the Gallery to deliver the ambitious range of programmes and projects highlighted in this Business Plan.

Despite the adverse effect on international tourism and travel of the uncertain economic outlook and continued threat of terrorism, the sustained growth in visitor numbers and interest in the Gallery reflects the wide range of programmes offered in London and across the country – including the Gallery's work with Beningbrough Hall, Montacute House and Bodelwyddan Castle and other regional venues – as well as our work online and in collaboration with broadcasting partners. The Gallery also continues to make acquisitions of national importance such as David Sylvester by Larry Rivers and Thomas Howard, 4th Duke of Norfolk, together with the loan of the recently discovered portrait of Mary Seacole, while commissioning new portraits of contemporary figures such as David Beckham and Dame Judi Dench. These achievements reflect the ability and dedication of those who work at the Gallery, along with the generosity of our supporters and funders. As always, the challenge remains to build on this success by making the most of what is available to us: in this respect, the Gallery's 150th anniversary in 2006 affords a unique opportunity to celebrate the Gallery's history and the ongoing contribution to the cultural life of the nation.

2   The Gallery's Aim and Strategic Objectives
Underpinning the aspirations expressed above are six strategic objectives derived from the Gallery's statutory aim "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…". These 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
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

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 training, development and learning programmes
6. To bring the buildings, technical and managerial infrastructure of the Gallery to the highest standards, including processes, systems, storage and staff accommodation

These six strategic objectives have in turn informed the identification of a number of themes, which provide the criteria for determining the relative priorities over the plan period, as well as the ways in which the Gallery aims to increase the resources available to it; these themes and methods are set out in Schedule A.

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

- Museums have a strong position in today's information-led society, with demographic trends (e.g. culture of life-long learning, increased participation in higher education, growth in e-learning and increasing leisure time) coupled with continued public and media interest in portraiture, history and biography demonstrating the underlying strength of interest in our work. Partnerships with broadcasters together with digital developments also offer important additional channels for disseminating the Gallery's work.
- While domestic and short-haul visitors continue to make up for the decline in the number of long-haul tourists, competition among London attractions for visitors, exhibition audiences and members remains intense. However, the sustained growth in the number of visitors to the Gallery over recent years provides a sound platform from which to reach new audiences, including overseas visitors, as well as to increase the number of repeat visits to the Gallery. In addition to offering a balanced programme allied to promotional initiatives such as the Gallery's new visual identity and generic advertising campaign, work continues to understand our audiences better.
- In terms of government policy, education – particularly for children and young people – remains a top priority, along with access and the regions. Having been at the forefront of developments in the sector, the Gallery is well placed to build on its work in these areas. While Grant-in-Aid remains at current levels until 2006/07, the subsequent increase announced as part of the Government's 2004 Spending Review recognises the significant contribution the Gallery has made and the pressures it faces in building on these achievements: however, the increase in the Gallery's grant only goes part way to alleviating these pressures and comes with the requirement to demonstrate our ongoing cost effectiveness in line with the drive to improve efficiency across the public sector. As for other public funding, Strategic Commissioning and the Lottery remain important sources of project funding, particularly in respect of education, the regions, acquisitions and building refurbishment.
- In addition to having an adverse impact on visitor spending, the uncertain economic climate continues to limit corporate fundraising opportunities; as a consequence, the market for entertaining-led exhibition sponsorship, corporate membership and event hire remains extremely competitive. At the same time, the wealth of donors and supporters has been affected by falls in asset values and low investment returns, while competition among good causes for funding also remains keen. The Gallery continues to work closely with business, donors and supporters to promote funding opportunities, while considerable investment has been made refurbishing retail spaces and upgrading trading systems.
- While the Gallery continues to explore flexible working arrangements in response to changes in the labour market such as greater demand for part-time work, rises in employment costs (e.g. due to changes to Civil Service pension funding arrangements) significantly increase the cost of employing staff. Similarly, the Gallery faces pressure when renegotiating contracts as service providers seek to pass these increased costs on. The Gallery continues to ensure best value by retendering contracts on a regular basis.
- Despite the uncertain economic outlook, inflation is forecast to remain low although the long-term impact of record oil prices and increased energy prices has yet to be seen; costs such as art transport also remain vulnerable due to a near-monopoly market and more onerous security requirements. While competition for important loans increases the difficulty (and cost) of making exhibitions, fees from touring exhibitions are also under pressure due to financial constraints at other galleries. Prudent budgeting and cost

- The burden of compliance continues to increase as a consequence of government regulation, more onerous stewardship requirements and funding requirements, while working in partnership also imposes additional demands in terms of management and administration. Robust processes and access to expert advice are vital in these circumstances, together with the need to ensure the full resource implications of projects are understood.

The initiatives set out in Schedule B reflect the Gallery's response to these opportunities and challenges, together with their associated risks and the ways these are managed.

4   Summary

This Business Plan sets out the key activities to be undertaken over the next three years in line with the Gallery's strategic objectives. In striving to achieve these, there are many opportunities we must seize as well as challenges to be overcome. Although the uncertain economic outlook together with significant cost pressures constrains the level of resource available to us, on balance the Gallery remains well positioned to respond to continued public and media interest in history, biography and art as we work toward celebrating the Gallery's 150th anniversary in 2006.

Schedule A: Themes and Methods

Themes and Criteria
Based on the six strategic objectives, the Corporate Plan identified the themes set out below; these provide the criteria for the relative priorities within the Gallery's programme of activities and initiatives.

a. Extending the way the Gallery acts and is seen as **a national organisation**
b. Reinforcing the **distinctiveness of the Portrait Gallery's particular role** and programmes through emphasizing questions of cultural diversity as well as issues of achievement, greatness, identity and celebrity
c. Researching, developing and sharing **the primary and reference collections** as the central axis of the Gallery's work
d. Extending **interpretation, education and audience development** work as the natural corollary to the extension of the Portrait Gallery buildings and facilities
e. Understanding better and improving the **value and effectiveness of the Gallery's work** and making the programmes more responsive to audiences' needs
f. Stabilising the organisation through **investment in both facilities and processes**
g. Giving emphasis over the plan period to those **activities which contribute net income**

Resources and Methods
Underpinning the delivery of our strategic objectives remains the imperative to increase the Gallery's resources over the plan period and improve ways of working by:

- Investing in the future: in buildings, staffing, management and programmes
- Developing wider leadership by the National Portrait Gallery with regard to both portraiture and biography and linking regional, national and international perspectives for the Gallery's work
- Creating more effective partnerships with external organisations, and improving the management of relationships with a range of important individuals, including supporters, donors, politicians and community leaders
- Balancing the loan exhibitions programme between the popular and the academic
- Managing existing resources more efficiently, including outsourcing work wherever appropriate and effective
- Being imaginative and employing appropriate innovation in the Gallery's work, while embedding consideration of risk in all aspects of planning and budgeting
- Ensuring that the wider uses of the collections are balanced by a concern for their long-term conservation and the improvement of conditions of storage
- Selectively using new technologies through an overall IT strategy
- Developing clear and effective lines of authority, levels of delegation and project management methods, rigorously evaluating projects, programmes and testing the interests of our current and potential audiences

Schedule B: Business Plan Initiatives

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

Initiative 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: High   Themes: a, d, e

Progress during 2004/05
Evaluation working group established; Evaluation discussed at Trustees' Review Day
Market research shows C2DE visitors up from 10% to 14% of visitors
Education using 'Inspiring Learning for All' framework; evaluation piloted for Women Travellers exhibition

Key activities 2005/06 – 2007/08 and Resources	Risks to achieving (and mitigation)	Performance measures (including Targets & Milestones)
2005/06 Develop further detailed audience evaluation project with HE institute (by Dec 2005) Continue to define Gallery's needs for Market Research information Working with Gallery Trustee to identify how best to achieve additional information from MORI research Re-tender market research contract in order to have a broader scope of market research (by Sep 2005) Plan a three-year programme of market research identifying needs throughout the Gallery (by Sep 2005) Plan a specific marketing campaign to reach overseas visitors **Resources**: increase in funds for evaluation work, and some part-time help to process data Use a small working group to oversee process	Unable to grow or diversify visitor numbers (adjust marketing strategy as we assess effectiveness and invest in other initiatives) Unable to get a clear profile of majority of visitors (check research methods and compare with other organisations) Data not sufficient for DCMS objectives (on-going dialogue with DCMS and ensure data maintained by regular internal reporting) Lack of resources (proposal for investment to be developed; collaborate with HEI)	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 Ensure data fulfils Gallery and funding body needs Monitored as part of Management team work Establish Gallery's own diversity target (by Sep 2005)

Initiative 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

Objectives: 1 and 3   Priority: Medium to High   Themes: b, d, e

Progress during 2004/05 Increased attendance at Thursday evening events sustained through targeted marketing Attracting new audiences through music programme; World music series arranged to accompany Women Travellers and Concordia Foundation series Education continue to collaborate with Events Opening the restaurant trialled for *Watts* PV and *Conquering England*		
Key activities 2005/06 – 2007/08 and Resources	**Risks to achieving (and mitigation)**	**Performance measures (including Targets & Milestones)**
2005/06 Examine options for extending late opening, including Thursday night extended programme during Museums and Galleries month in May and at possible other times during the year. **Resources**: Some increased resources found to fund pilot programme ideas Develop integrated planning with Education team and freelance music programmer (by Sep 2005)	Competition from other venues (greater differentiation in 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 visitor numbers but not increased diversity (re-align programme and marketing; audience research to ensure needs met) Loss of continuity due to key staff on maternity leave (cover arrangements)	Increased number and diversity of visitors for Late Openings (increase BME visitors by 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 Sep 2006) Measured through standard data gathering and sample surveys

Initiative 1.3 Head of Learning & Access Creating a distinct programme of **family and young people's programmes** in order to broaden the Gallery's audiences Objectives: 1,3, 5 Medium to High Priority Themes: b, d, e		
Progress during 2004/05 Completed first phase feasibility work combined with testing new activities, added to present provision Increased number of holiday activities According to latest market research, child visitors up from 2% to 11% of visitors Focused work undertaken with Haringey Funding secured from Hamlyn and Rayne Foundations		
Key activities 2005/06 – 2007/08 and Resources	**Risks to achieving (and mitigation)**	**Performance measures (including Targets & Milestones)**
2005/06 Second phase programme established by Sep 2006 to include: regular activities for families and wider range of young people's programme Increased audio and digital resources and links to outreach programme	Target audiences not attracted and expectations of new visitors not met (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)	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 outcomes)

Targeting of new audiences through marketing and evaluation of first phase work **Resources**: further development dependent on increased funding or trust support; new post required for second phase work.	scope) Staff continuity (cover arrangements)	developed as part of Initiative 1.1

Initiative 1.4 Head of Learning & Access

Broaden audiences through 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: Medium to High   Themes: b, d, e

Progress during 2004/05
HLF funding secured and Project officer appointed
Series of lectures/outreach work with groups
Access audit undertaken
DCMS/Wolfson application unsuccessful, but priority access improvements implemented with I&C funding

Key activities 2005/06 – 2007/08 and Resources	Risks to achieving (and mitigation)	Performance measures (including Targets & Milestones)
2005/06 Continue development of outreach work, with further partners Develop further access provision at Gallery. **2006/07** As above **2007/08** New funding will need to be secured to continue beyond March 2007 **Resources:** HLF funding for 3 years; project leader co-ordinating work. Vodafone for outreach work, and project work with Towers Perrin	New audiences not found or expectations not met Administrative overload Funding bodies requirements not met (Robust planning of project in collaboration with partners and with colleagues; regular communication and consultation with HLF) Gallery fails to meet DDA requirements (audit and plan to provide a framework for provision)	Monitoring as required for HLF, as well as assessment of outcomes for Gallery using Inspiring Learning for All Framework Regular Gallery statistics on attendance, as well as qualitative measures of use of services (establish targets by Sep 2005) Monitored as part of project work, and as part of Gallery assessments

Initiative 1.5 Head of Learning & Access

Extending pilot **video-conferencing programme**, to serve more schools and community groups

Objectives: 1 and 3   Priority: Medium   Themes: a, b, c

Progress during 2004/05
c.20% of Education offer now available; good take up, though still limited to schools rather than community groups

Key activities 2005/06 – 2007/08 and Resources	Risks to achieving (and mitigation)	Performance measures (including Targets & Milestones)

2005/06	Technical difficulties (work with Global Leap)	Quantitative data on participants (agrees targets on range, location, etc by Sep 2005)
Continue provision to existing users		
	Admin becomes too onerous (project planning to work on requirements; minimised by support from learning services staff)	Qualitative evaluation in conjunction with Global Leap
Explore take-up from new groups (establish targets by Sep 2005)		
Explore funding opportunities with Development		Measured through feedback from partners and monitoring as part of project management
Resources: Fund as core activity in long-term	Lack of funding (seek further funding; reduce scope)	
	End of partnership with Global Leap (continue relationship with Global Leap; investigate alternate technical support)	

Initiative 1.6 Head of Exhibitions and Collections Management, Head of Learning & Access and Director

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

Objectives: 1,2, 3   High Priority   Themes: a, c, d, e

Progress during 2004/05
Strategic Commissioning funds secured until 05/06 (albeit at lower level).
National Strategy and Loans survey presented to Trustees; categorisation of long-term loans due to be completed Mar 05.
Beaton Portraits toured to Edinburgh (with support from Deloitte).
Partnership agreement finalised with Montacute.

Key activities 2005/06 – 2007/08 and Resources	Risks to achieving (and mitigation)	Performance measures (including Targets & Milestones)
2005/06	Internal liaison with Learning & Access may become administratively unwieldy (managers need to be vigilant to avoid excessively structured approach).	Quantitative data gathered as part of annual review (April 05; numbers of visitors; numbers of loans; numbers of partners)
Develop role of new NP Admin. Assistant (from April 05)		
Establish framework for close liaison with staff in Learning & Access to develop key activities (June 05)		Qualitative evaluation in association with partners (Sept 05; satisfaction of visitors; quality of partnership; access to Gallery expertise)
	Overload of regional projects (selection against declared criteria; NP assistant appointed).	
Finalise partnership arrangements with Beningbrough and create development plans with each of the three NPG partners in historic houses (Sept 05)	Failure to find on going funding (match projects against available funds)	Satisfactory development plans received from partners (Sept 05)
		General Learning outcomes of educational programmes, in association with Learning & Access and other partners (Jan 06)
Undertake evaluation of Strategic Commissioning (Sept 05)	Insufficient co-ordination across departments, and overload on Manager (good project planning).	
Create a network of organisations for touring exhibitions and collection displays (e.g.' portrait rooms') leading to a smaller group of partners for specific collaborative projects (Jan 06)	Development of national programme beyond 05-06 may be held back by funding issues, in particular uncertainty of long term support from DCMS and current lack of clarity for Renaissance programme	Regular data collection and as part of reporting to DCMS/DfES and internal evaluation procedures (May 06)

and seek additional Hub partner (Jan 06) **2006/07** Implement network of partners Develop plans for a national network of portrait collections with the NPG in a 'portal' role **Resources:** Strategic Commissioning funds until 05/06 Deloitte support available across three years. Careful evaluation of internal support required. Portrait network concept will require additional and extensive resources to be effective; the Head of Archive is leading on this. Develop skill sharing with new partners to maximise existing staff resources across the partnerships.	evaluation of projects)	

Initiative 1.7 16th, 18th and 19th century curators, National Programmes Manager, Head of Administration 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 to 1.6)   Priority: High   Themes: a, c, d, e

Progress during 2004/05
Beningbrough: Concept outline design completed and grant of £414,500 awarded to project by HLF; Partnership with York University being developed
Bodelwyddan: Signage project started in 04/05 with appointment of designer

Key activities 2005/06 – 2007/08 and Resources	Risks to achieving (and mitigation)	Performance measures (including Targets & Milestones)
2005/06 **Beningbrough:** Prototype interactives; detailed design work; finalise new agreement; begin programme of public consultation and pre-project evaluation; start of visiting exhibition programme; fundraise and hold a successful academic conference with the University of York and NT **Bodelwyddan:** Develop three year exhibition programme (as agreed with Bodelwyddan trustees); new signage scheme to be implemented. Also further develop partnership with National Museum and Gallery of Wales	Beningbrough project subject to HLF funding; matching funding also needs to be secured (project does not proceed if HLF bid unsuccessful; development of fundraising plan with NT) NT priorities move elsewhere (contract and advocacy) Resources at Bodelwyddan remain low; resistance of the Trust to development (continue lobbying/agree Development Plan with NT) Ongoing project risks in Beningbrough project e.g. University of York partnership does not develop successfully	Establish targets for numbers of visitors to each venue, including for temporary exhibitions and for those participating in educational activities; review in Sep 2005 Success in raising sufficient funds for Beningbrough project by May 06, and for Bodelwyddan and Montacute Delivery of new interpretation programmes and the achievement of more stable environmental conditions at Montacute. Improved visitor orientation at Bodelwyddan

National Trust and ensure compliance with National Security Advisor Report to secure Govt Indemnity cover. Implement new signage and action points following NT evaluation of interpretation. **2006/07** **Beningbrough:** re-launch; academic conference; continuation of visiting portraits programme; ongoing post-project evaluation; additional fundraising to cover subsidized transportation in 2008+ **Montacute:** create exhibition space in Rm 4 to display complementary Tudor and Jacobean portraits working with British university MA students. **2007/08** **Beningbrough:** continuation of visiting portraits programme; continuous post-project evaluation; additional fundraising to cover subsidized transportation from 2008 **Resources** Strategic Commissioning funds continue at lower level; small increases in Gallery resources allocated for T&S; staffing; conservation and art handling; contracts to set future levels of resources with NT properties. Beningbrough temporary exhibition budget of £5,000 pa allocated from 2005-06. HLF key source for Beningbrough capital, with matching funding to be raised.	time to service Beningbrough activities and partnership (additional resource agreed). Concern of staff resources to keep work up to date; resources available to manage a three-way partnership (regular review; proper budgeting; additional support)	2005) Beningbrough targets met for new audience development in period 06-08 Improved communication with NT staff and volunteers. Improved interpretation tools following evaluation Temporary exhibition project at Beningbrough, co-curated by University of York, delivered annually on time and on budget (starting in May 06 and then annually thereafter) Monitored as part of project management and evaluation Ongoing data collection for Gallery reporting and partnership work.

Initiative 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   (see 4.4 also)   Priority: Medium to High   Themes: a, b, d, g

Progress during 2004/05
Press plan in place; British Face *Illuminations* project; broadcasting arrangements for – *Self Portrait* (Channel 4), *Searching for Shakespeare* (Culture Show), *25 Years of Commissioning* and 150th Anniversary (Hotbed/Star Portraits), the *World's Most Photographed* (BBC) and *Hockney* (Channel 4)

Key activities 2005/06 – 2007/08 and Resources	Risks to achieving (and mitigation)	Performance measures (including Targets & Milestones)

included in the new proposal to BP for continuation of sponsorship) and for the Schweppes Prize) Continue to develop longer term planning of a series with BBC and other networks Explore wider radio options **2006/07** Develop fuller integration between television, publishing and educational and digital use of materials **Resources**: Seek support for major projects and develop longer-term plan for management of TV and radio work	necessary) Not achieving Gallery objectives when working with outside broadcasters (clarity of Gallery position) Need to bring TV and digital materials into the same framework and seek long-term uses for the benefit of the Gallery's visitors and users/failure to plan in broadcast and TV thinking into the creation of new exhibition ideas (improved linkage in programme planning) Loss of continuity due to key staff on maternity leave	50% of major exhibitions) Numbers of digital and other programmes made available for wider educational use Measured as part of ongoing Gallery assessment of outcomes

Initiative 1.9 Communications and Development Director

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

Objectives: 1 and 4   Priority: Medium to High   Themes: e, g

Progress during 2004/05
Increased e-newsletter subscriptions; new promotional leaflet introduced; introduction of regular Members' evening event
Membership currently c.2,500 (compared to 2,000 target); *BP* has helped to increase number of younger Members; Christmas Gift membership was also a great success
Membership and Patrons Gift Aid scheme agreed with Inland Revenue; improved management and better retention rates

Key activities 2005/06 – 2007/08 and Resources	Risks to achieving (and mitigation)	Performance measures (including Targets & Milestones)
2005/06 Re-assessment of Scheme may be required if it does not grow. 5,000 still an aim for 06/07, particularly with the 150th Anniversary coming up and the Hockney exhibition Introduction of new 'Associates' level by Oct 2005 **2006/07** Continue to increase awareness of Membership within the Gallery Volunteers to help with recruitment **Resources:** Some funds allocated to newsletter and more effort to be	Fewer 'blockbusters' to make Membership immediately attractive (balanced exhibition programme; additional benefit due to charging for Summer Porter show from 2005/06) 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) Lack of understanding within Gallery of importance of increasing Membership programme (work on internal training and awareness programme)	Maintain level of Membership above 2,000 and increase to 5,000 (by Mar 2007) 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 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

Initiative 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
Objectives: 2 and 3   (Link to 4.2)   Priority: High   Themes: a, b

Progress during 2004/05
Notable additions to the Collections, including *Mr Art, David* and *The Duke of Norfolk* Selected curatorial staff now have access to future ODNB subject lists to guide acquisitions

Key activities 2005/06 – 2007/08 and Resources	Risks to achieving (and mitigation)	Performance measures (including Targets & Milestones)
2005/06 Photographic commissions initiated on particular collecting areas, e.g. Faith and Church leaders; Telecommunications by Sep 2005. Exhibition to celebrate commissioning process an opportunity to focus attention on this area of collecting in Spring 2006 **2006/07** Photographic commissions to be continued **2007/08** Review results of photographic commissions **Resources**: Use Deloitte and Weisz funds for photographic and caricature acquisitions; Develop further work on creating a National Portrait Fund (see 4.2); Determine whether to increase allocation of grant-in-aid to acquisitions in 2006/7	Lack of funds to respond to opportunity (create new funds through endowment) 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 Determined through curatorial review at time of preparation of Annual Review and general feed-back from Members and public

Initiative 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: Medium   Themes: a, b, c, d

Progress during 2004/05
Progressing Deloitte-funded commissions. Consultation being undertaken on activities based on commissioned portraits

Key activities 2005/06 – 2007/08 and Resources	Risks to achieving (and mitigation)	Performance measures (including Targets & Milestones)

2005/06 Celebrate 25 years of Commissioning: display and possible trail highlighting commissioned works, and regional display. Create Africa 2005 residency project with Gus Casely-Hayford in Jun 2005 **2006/07** Review funding arrangements for new commissions. Aim to continue working with leading contemporary artists in order to increase awareness of the Gallery's commissioning programmes on an international level. **Resources:** Link new commissions to areas of specific support: e.g. the Fund for New Commissions, Deloitte, Jerwood Charity	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 (two each year) Critical and public reaction to new commissions Visitor comments on activities based on commissioned portraits 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.

Initiative 3.1 Head of Exhibitions and Collections Management, Head of Leaning 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.

Objectives: 1 and 3   Medium Priority   Themes: b, d, g

Progress during 2004/05
Success of C*ecil Beaton, We are the People* and *Off the Beaten Track.*
Continued national and international collaboration.
Exhibition brainstorming meeting introduced.

Key activities 2005/06 – 2007/08 and Resources	Risks to achieving (and mitigation)	Performance measures (including Targets & Milestones)
2005/06 Develop touring programmes for *Lee Miller* and *Angus McBean* (April 05) Establish framework for close liaison with staff in Learning & Access to develop key activities with measurable outcomes (July 05) First ticketed exhibition in Porter Gallery in summer 2005 (*World's Most Photographed).* *Self-Portrait* to extend out from the Wolfson Gallery, thereby enhancing its impact (Oct 05). **2006/07** 150th Anniversary year involving innovations in the programme **Resources:** New staff structure now established to support programme; brainstorming added to exhibition planning cycle. Use three year budget cycle to allow for fluctuations in income	Internal liaison with Learning & Access may become administratively unwieldy (managers need to be vigilant to avoid excessively structured approach). Insufficient staff time to support and develop exhibition programme (better planning of staff resources). Lack of exhibition proposals with sufficient intellectual force and visitor attractiveness (ensure that creative planning is prioritised). 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; peer recognition will lead to more external proposals being	Numbers of paying visitors in line with forecasts and recorded in Annual Review (March 06) 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.

Initiative 3.2 Chief Curator and Head of Exhibitions and Collections Management

Organising a more 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 (Link to evaluation 1.1 and 3.4) Priority: Medium to High Themes: b, c, d

Progress during 2004/05

Project rooms explored at Management Team awayday, though decided not to develop further at present. Existing programme of visiting portraits identified by curatorial team as an area of activity to continue.

Regency Gallery evaluation positive about interpretation outcomes; new Balcony display positively received

Provision of additional Large Print captions continuing

Key activities 2005/06 – 2007/08 and Resources	Risks to achieving (and mitigation)	Performance measures (including Targets & Milestones)
2005/06 Continue with programme of occasional 'visiting portraits' Continue thematic and in-focus displays, and consider developing interpretation spaces Organise first Deloitte photographic commission display (Summer 2005) **2006/07** Start to plan IT Gallery upgrade (subject to raising resources) **2007/08** Completion of IT Gallery upgrade **Resources:** Small additional sums added for displays and interpretation. New generic marketing campaign has been tested Ensure renewal of contemporary photographic display partnership, 2006	Insufficient staff time (ensure good staff resource planning) Potential clash in promotion of photographic and other displays (prioritise which displays to promote) Lack of sufficient funds (seek innovative forms of support) Insufficiently compelling ideas! (put time into brainstorming)	Visitor numbers (maintain at 1.3m per annum) Visitor surveys and comments (satisfaction ratings above 80%) Press and critical reception Collected through regular visitor data and through qualitative feed-back

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

Completing and implementing a **policy and strategy for interpretation** for the works in the collection in order to widen access to the collection and to displays.

Objectives: 3 (Link to evaluation 1.1 and IT strategy 3.4 and 3.5)   Priority: Medium to High
Themes: b, c, d, f

Progress during 2004/05

Development of interpretation style guide (with paper to Management Team in March 2005)

Regency Gallery evaluation, see above initiative 3.2

Sound guide staffing brought in-house

DCMS/Wolfson application unsuccessful, but signage improvements implemented with I&C funding

Key activities 2005/06 – 2007/08 and Resources	Risks to achieving (and mitigation)	Performance measures (including Targets &

guide policy documents to Management Team and implement recommendations Consider developing interpretation spaces Develop new material for Sound Guide, subject to funding **2006/07** Start to plan IT Gallery upgrade **2007/08** IT Gallery upgrade to be completed **Resources**: Interpretation and style guide requires inputs from curators, education and design; Sound Guide core costs reduced but some investment required Interpretation spaces and access: Education and curators to prepare paper for Management; resources for IT Gallery upgrade may be substantial	Lack of sufficient financial resources (create priority within budget round or extend time period of implementation or seek external funding) Interpretation spaces may fail without ongoing staff and financial commitment (plan appropriately for longer term)	communicate with visitors; also Visitor Comment forms to be assessed Take-up of and reaction to re-organised Sound Guide, 2005/6 Compliance with Access legislation and best practice in relation to diversity Further public award or recognition for accessibility of materials Material collected through focused research work and on-going evaluation of public services.

Initiative 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, 3   Priority: High   Themes: a, c, d, e, f

Progress during 2004/05
Continued growth of numbers of images and amount of collections information on website and Portrait Explorer. Website now 2nd among UK art websites as direct result of hits on collection search mechanism
E-learning content developed as part of History online pilot (but dependent on future funding) - see also Initiative 3.5
Paper presented to Management Team on future development; bid for additional funding made to DCMS apparently unsuccessful

Key activities 2005/06 – 2007/08 and Resources	Risks to achieving (and mitigation)	Performance measures (including Targets & Milestones)
2005/06 Continue digitisation programme with a view to completing phase 1/3 **2006/07** Continue or expand digitisation as funds permit with a view to commencing phase 2/3 **2007/08** Continue or expand digitisation as funds permit with a view to continuing phase 2/3 and	Lack of funding (seek funding from external sources) Loss of skills on departure of existing trained staff at end of present contracts (seek continuity of funding wherever possible) Staff do not work full-term of contracts (improve conditions of work and ensure good hand-over material)	Quantity and quality of digital photography, direct scanning and cataloguing Quality of information and images in the work (establish numerical targets by Spring 2006) Measured through evaluation of outputs and through annual staff appraisals.

Funds allocated to retain key staff. Further funds required for following years. Resources required to improve IT infrastructure (see 6.1)	not cost-effective (plan for alternate suppliers if needed)	

Initiative 3.5 Head of Learning & Access and Head of Administration

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

Objectives: 1 and 3   Priority: High   Themes: d, f

Progress during 2004/05
New media appointment made
Education content continues to be developed
Approach made to Charles Clarke re: developing guidance for teachers
Online evaluation discussed at Trustees awayday

Key activities 2005/06 – 2007/08 and Resources	Risks to achieving (and mitigation)	Performance measures (including Targets & Milestones)
2005/06 Submitted Learning from Portraits proposal to DfES in November 04. Waiting to hear result. Implement e-learning programme Scope further Portrait Explorer and website features, content and curriculum based resources Implement Beningbrough Hall development **2006/07** Implement Portrait explorer features and website and Portrait Explorer content development **Resources:** Appointment of additional IT post in 2004/05; additional funds earmarked for 2005/06 but further funding required	Inadequate provision of staff resources both in IT and other departments (match work plan against resources; regular liaison between L&A and IT dept) Inability to secure new funding for these initiatives e.g. Woodward funding due to end in 2005 (seek new sources or reduce activity) Failure to define target audiences (identify audiences and scope needs)	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 Portrait Explorer and website users

Initiative 3.6 Chief Curator and Curator, 19th century portraits

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

Objectives: 1, 2, 3 and 5   Priority: High   Themes: a, b, c, d

Progress during 2004/05
19th Curator taken on responsibility for research; curatorial staffing and support strengthened
Peer review to be initiated spring 2005
Successful bid to Getty; submission to Leverhulme Trust in preparation and to AHRC under consideration

Key activities 2005/06 – 2007/08 and Resources	Risks to achieving (and mitigation)	Performance measures (including Targets & Milestones)
2005/06 Commence Later Victorian catalogue.	Lack of sufficient funding (seek new sources or adjust activity levels)	Quantitative data (establish numerical targets for Research outputs e.g. numbers of papers, books, numbers of research

	plans and monitor)	
Appoint additional Assistant Curator to assist curators in research.

Explore taking a broader survey of the nation's portraits, following initial exploration of possible partners in the mapping project (funding sought for exploratory funds)

Funding bids to be submitted: to strengthen staffing of Later Victorian catalogue; to AHRC if opportunity allows; for further fellowships.

2006/07
Continue Later Victorian catalogue. Initiate fellowship programme if funding available. Commence survey of the nation's portraits if funding allows.

2007/08
Continue Later Victorian Catalogue and other research programmes

Resources:
Seek further funding from trusts (plans drawn up for various applications); add curatorial assistance as resources allow; Seek further resources for each catalogue on a project basis | Difficulty in finding appropriately skilled researchers (develop internal training and work with HE partners) | Quantitative evaluation of research strands and publications and materials that follow

Peer review findings

Recorded and monitored as part of on-going project management |

Initiative 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

Objectives: 3 and 4   Priority: Medium   Themes: a, b, c, d

Progress during 2004/05
Product development delayed due to maternity leave
IA has helped to clarify thinking on processes
Publishing policy to be considered by Trustees in February 2005

Key activities 2005/06 – 2007/08 and Resources	Risks to achieving (and mitigation)	Performance measures (including Targets & Milestones)
2005/06
Implement new programme, with balance of academic and popular following paper to Trustees

Develop online sales of Gallery publications

2006/07
Pursue co-editions and other | Programme dependency (programme balance)

Commercial risks: high costs, against possibly limited demand (balance overall programme)

Adequacy of staff levels and expertise to deliver the | Increased profit contribution from some titles within Gallery's publishing programme (overall target is sales/achievement at break even over any 5 year period)

Qualitative assessment of publishing output among all key audiences |

other cost effective marketing **2007/08** Produce further collection catalogues as part of the programme **Resources:** Extra funding for collection catalogues; freelance staff required on project basis.	from producing more profitable books and risk of not obtaining sponsorship, or extra support (hold publications back or reduce programme) Book trade conditions, including foreign editions (invest in marketing & employ rights specialists)	terms of the contribution to the wider work and reputation of the Gallery

Initiative 3.8 Communications and Development Director and Chief Curator

Maximising use of **the Gallery's 150th anniversary in 2006** to celebrate the past and look to the future to enhance the Gallery's reputation, and fundraise

Objectives: 1, 3 and 4   Priority: High   Themes: a, d, g

Progress during 2004/05
Plans presented to Trustees and discussed at Trustees awayday.
Gala Committee Chair appointed. Executive Gala Committee have met a number of times, including a full Gala Committee meeting in February. Format of Gala in place, Media sponsor approached.
Funding sought.
Funding for Gala Manager position secured
Television programme link discussed and in place (see 1.8)

Key activities 2005/06 – 2007/08 and Resources	Risks to achieving (and mitigation)	Performance measures (including Targets & Milestones)
2005/06 Finalise plans and programme, including format of event and fundraising levels Seek sponsors, including for media and in-kind support **Resources:** Events & Development Officer to be appointed on one-year contract. Additional help on a volunteer basis; balance costs with fund-raising targets at outset	Time and effort not matched by results (evaluate 150th programme on a critical basis) Development Board distracted from main task of helping with revenue fundraising (ensure only some members spend time)	Increased awareness of Gallery through Anniversary events Additional long-term corporate support Corporate Members 15-20 and long-term sponsors Increased number of Patrons and Members and introduction of 'Associates' Successful fundraising Gala with £100,000 additional net income raised Awareness of Portrait Fund (endowment) Assessed and evaluated at the end of 2006/07

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

Initiative 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: High   Themes: e, f, g

Progress during 2004/05
SR2004 bid submitted to DCMS, resulting in a better-than-expected grant settlement; EDP submitted to DCMS as part of SR2004; EDP incorporated into 2005-08 Business Plan

Key activities 2005/06 – 2007/08 and Resources	Risks to achieving (and mitigation)	Performance measures (including Targets & Milestones)
2005/06 Negotiation of the Gallery's Funding Agreement with DCMS for the following three years Ongoing implementation and review of the EDP **2006/07+** Develop longer term plans for needs of the organisation to inform future Spending Review lobbying **Resources** Input from Director and Head of Finance & Planning, as well as Chairman and some Trustees	Expectation gap following recent achievements (manage DCMS expectations) Economic climate/competition (sustainable sources, prudent budgeting and management, programme balance and promotion, product development, relationship management) Lack of management buy-in (regular monitoring and review) Lack of expertise/skills (training and development) Lack of funds for investment (prioritisation based on business case) Energy prices (monitor and renegotiate)	Annual performance targets (as per Funding Agreement) Efficiency/productivity gains from: a) Income growth (7p increase in contribution per visitor over 3 years) b) Productivity (_ day reduction in average sickness from 2006/07; 1.4% increase in productivity due IT, with further 1.4% increase from 2007/08) Cost savings from improved procurement and greater energy efficiency (£173k in 2005/06, £181k in 2006/07 and £211k in 2007/08)

Initiative 4.2 Communications and Development Director, Director and Chief Curator

Creating an **endowment** sufficient to help support acquisitions for the collection and collection development work

Objectives: 4   Priority: Medium to High   Themes: c, g

Progress during 2004/05
Farrer & Co engaged to advise on legal structure; Endowment structure agreed by Trustees in May
Cleaning of Gallery database (Raiser's Edge and analysis by the Factary); ongoing research on individual names taking place. Individual supporters approached for advice

Key activities 2005/06 – 2007/08 and Resources	Risks to achieving (and mitigation)	Performance measures (including Targets & Milestones)
2005/06 Fundraising strategy to be in place, linked to celebration of 150th Anniversary. Endowment and Donor Development to be part of long term strategy to include resources	Supporters not interested in supporting endowment and insufficient number of potential donors (determine strategy to seek additional supporters, and set realistic goals) Distracts from revenue fundraising/competing priorities	Target for Gallery for end of 150th year (to raise initial £6m sum by Mar 07) Long-term plan for endowment fund are considered to be viable Monitor as part of project evaluation

	Government alters grant-in-aid because of endowment (seek formal reassurance)	commitment achieved
	Lack of engagement (champion with Trustees)	

Initiative 4.3 Head of Trading

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

Objectives: 1, 3 and 4   Priority: High   Themes: g and to some extent d and b

Progress during 2004/05		
Shop refurbishment completed; turnover and average spend up; growth in e-commerce sales		

Key activities 2005/06 – 2007/08 and Resources	**Risks to achieving (and mitigation)**	**Performance measures (including Targets & Milestones)**
2005/06 Develop further new products and e-commerce offer Introduction of new customer care scheme supported by in house training Seek sponsorship to enable an upgrade to the digital print service Invest more in marketing and improve signage to shops Convert more visitors to customers **2006/07** Develop further ranges to improve margins and own brand mix **2007/08** Develop further ranges to improve margins and own brand mix **Resources:** Sums allocated for shop refit; further funds for new products dependent on business case	Programme dependency (programme balance) Economic factors and reduced tourism (plan to maximise use of domestic market and links to programme) Lack of success of new products (research products where possible) Inadequate signage to shops from within the Gallery Inadequate return on investment (assess each product in advance) Failure to attract sponsorship for digital printer (work closely with Development) Failure to keep pace with competitors and consumer expectation (ensure good research on market developments)	Increase conversion of visitors to customers from 12%-14% Increased sales and retail operating profit (average sales per transaction by 7.5%, average sales per visitor by 23% in 3 years) Capital payback of investment within 3 years Qualitative customer feedback (satisfaction ratings above 80%) Monitored as part of management reporting

Initiative 4.4 Head of Trading

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

Objectives: 4   Priority: Medium to High   Themes: d, g

Progress during 2004/05		
Picture Library software retendered; scheduled to be implemented by mid-2005		
On-line print software implemented in November 2004 and payback already achieved		

Key activities 2005/06 – 2007/08 and Resources	**Risks to achieving (and mitigation)**	**Performance measures (including Targets & Milestones)**
2005/06	Competition for content and	Additional turnover targets for

model further	marketing strategy)	Retain quality of service to both private and public sector users.
Review price structure in Autumn 2005	Volatile market with large-scale players (develop niche position for maximum gain)	Return on investment
2006/07 Develop agency idea further	Decline in previously reliable income streams: e.g. ekta hire fees (develop new offers – e.g. digital)	Monitor as part of regular management work
Develop and extend e-marketing strategy		
Resources: Funds to be allocated dependent on Business Case; support required from IT and creation of software platform.		

Initiative 4.5 Communications and Development Director

Sustaining and developing the **patrons scheme**, introducing higher-level contributions by ascertaining what would bring more Patrons on board. Linking Patrons research and donor profile to a legacy programme and endowment

Objectives: 4 (Close linkage with endowment work see 4.2)   High Priority   Themes: e, g

Progress during 2004/05
New Patrons recruitment leaflet produced
Patrons sponsor secured and new Programme of Events leaflet produced
Legacy leaflet produced as part of ongoing individual giving strategy

Key activities 2005/06 – 2007/08 and Resources	Risks to achieving (and mitigation)	Performance measures (including Targets & Milestones)
2005/06 Develop the Patrons programme further, increasing recruitment at higher level and introducing new intermediary 'Associates' level between Members and Patrons	Inability to build up Patrons membership because of economic situation (search new areas for potential patrons)	Introduce new level of subscription and donation (from Sept 2005 onwards; 25 Associates by March 2006)
Maximise opportunities for fundraising through American Friends particularly in light of renewed Board and opportunities in the USA	Patrons not sufficiently engaged with Gallery and so do not renew (ensure personal contact is maintained)	Conversion from those attending cultivation events to increased Patron membership (target of 100 patrons by Spring 2006)
Regular annual Patrons event	Lack of awareness amongst colleagues of importance of research (ensure involvement of range of staff in patrons events)	Continuing increased take-up of organised events
Continuation of smaller 'cultivation' dinners	Current Patrons might drop down to 'Associate' level	Keep high-level of retention amongst existing Patrons
2006/07 Evaluate programme to date and develop in light of results		Increased donor base for other fundraising initiatives – i.e. endowment
		Monitor as part of on-going management of scheme.
Resources: Additional research required and input of new print and marketing		

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

Initiative 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: Medium to High   Themes: e

Progress during 2004/05

Training & Development Manager appointed; training needs analysis undertaken; key early training priorities (customer care & project management) in hand; overall training strategy being developed.

Key activities 2005/06 – 2007/08 and Resources	Risks to achieving (and mitigation)	Performance measures (including Targets & Milestones)
2005/06 Complete formulation of 3 year plan, overhaul of training database and training evaluation methods. **2006/07** Review and evaluate training plan **Resources:** Additional part-time training support agreed	Inadequate staffing & budget resources (ensure that activities fit the budget available) Lack of sufficient management attention (check back with Management Team for evaluation) Failure to identify key training needs (test with staff and check against appraisal information) Failure to secure effective training (take references and seek in other sectors if required)	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) Monitored as part of regular management work

Initiative 5.2 Head of Administration

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

Objectives: 5   Priority: Medium to High   Themes: a, e

Progress during 2004/05

Diversity training provided to all staff. Internship programme being explored. Employment opportunities published more widely through Job Centre Plus and black and minority press.

Key activities 2005/06 – 2007/08 and Resources	Risks to achieving (and mitigation)	Performance measures (including Targets & Milestones)
2005/06 Active participation in Arts Council Inspire fellowship programme and Global Graduates (development) programmes Introduction of work experience programme with local schools **2006/07** Evaluate action plan	Lack of staff resources in personnel to support change (utilise new part-time training help) Inadequate training and recruitment resources (balance programme with resources) Ineffective recruitment campaigns (re-examine marketing and advocacy strategy)	3% increase 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

Resources: £22k allocated in 05/6 and 06/7 as our contribution to the above programmes.		

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

Initiative 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

Objectives: 4 and 6   Priority: Medium to High   Themes: e and f

Progress during 2004/05
Manpower plan updated and extended
IT infrastructure plan and IT audit progressing
Building condition survey to be carried out and plant replacement strategy to be formulated by Mar 05

Key activities 2005/06 – 2007/08 and Resources	Risks to achieving (and mitigation)	Performance measures (including Targets & Milestones)
2005/06 Review Gallery work arrangements to ensure flexibility and best practice	Pressures on regular maintenance budgets being masked by building improvements (ensure clear distinctions in planning round)	Keeping pace with forward maintenance register
Introduce survey of employee satisfaction by Spring 2006.	Under-investment in systems and over-dependence on existing processes and ways of working (use Planning Team for review of investment)	All Gallery systems operational and effective
Continue cycle of IT renewal, in particular servers & network		Reduction in stress and work pressure levels
Development of major long-term renewal & refurbishment plan based on condition survey & plant replacement strategy	Lack of critical culture prepared to make improvements in working (work on cultural change through appraisal and team work)	Monitored as part of management reviews through Planning Team
2006/07 Continue cycle of IT renewal, in particular workstations, tills & Macs.		
2007/08 Review of performance management procedures.		
Completion of workstation renewal programme by Autumn 2006		
Likely commencement of major plant replacement programme.		
Resources: Budgets currently inadequate for longer-term cycle of maintenance; further resources to be found. Funding required for employee survey		

Initiative 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: Medium to High   Themes: f, g

Key activities 2005/06 – 2007/08 and Resources	Risks to achieving (and mitigation)	Performance measures (including Targets & Milestones)
2005/06 **Phase 2**: further improvements to lighting, visitor information & signage, main staircase mosaics & decoration – subject to funding **2006/07** Pause in programme to avoid disruption during anniversary year and to formulate longer-term plans **2007/08** Possible programme to include: display case improvements; ground floor gallery lighting improvements **Resources:** Project planning to specify resources to be raised; seek additional funds	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 (by Summer 2005) 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

Initiative 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: High   Themes: e and f

Progress during 2004/05
Temporary storage options identified (including additional racking at Merton Store and commercial storage) in hand. Long-term storage requirements brief drafted.

Key activities 2005/06 – 2007/08 and Resources	Risks to achieving/ *emerging risks*	Performance measures (including Targets & Milestones)
2005/06 Negotiations with potential partners to be concluded and investment appraisal and funding plan drawn up. **Resources**: Full costs to be determined in stages	Inadequate staff time for planning (organise planning and time needed) Lack of viable location options (seek as many alternatives as possible) Lack of funds for adequate options investigation (prioritise work within Business Plan monitoring)	Viable options and funding plan for Trustees decision mid 2005/6 Project planning to be assessed by Management Team on regular basis

Initiative 6.4 Head of Administration

Providing **improved staff accommodation**, linked to a manpower plan for the medium term, and determining longer term solutions

Objectives: 4, 5 and 6   Priority: High   Themes: f

Progress during 2004/05
East wing offices completed in June 2004
Orange Street rationalization completed by October 2004

Key activities 2005/06 –	Risks to achieving (and	Performance measures

2006/07 Draft long-term office plan based on space brief and options **Resources:** Funds allocated for conversion of east wing spaces and new arrangements	Unforeseen costs relating to Orange St moves (plan and budget with contingency) Inability to agree staffing levels for next 3-4 years (review Manpower Plan) Inability to reach agreement on allocation of office spaces (create suitable consultation and decision making)	Progress monitored by management as required

Initiative 6.5 Head of Archive and Library, Head of Exhibitions and Collections Management and Head of Administration

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

Objectives: 3, 4, 5 and 6   Priority: Medium to High   Themes: a, c, f

Progress during 2004/05
Survey of Gallery records completed Jul 04; survey analysis & recommendations to be completed by Apr 05 (implementation to commence when Records Manager returns from maternity leave in Feb 05)
FoI update to Management Team in Oct 04
ERM statement deferred to Nov 2005 (due to maternity leave)
Targets to achieve full implementation of ERM will coincide with time-scales for IT, audit, training and improvements in working practice
Plan for cataloguing the historic archive deferred to Sep 2005 (due to maternity leave)

Key activities 2005/06 – 2007/08 and Resources	Risks to achieving (and mitigation)	Performance measures (including Targets & Milestones)
2005/06 Implement recommendations of the survey and manage transfer of records according to retention schedules Manage Gallery records to ensure compliance with the Lord Chancellor's Code of Practice under section 46 of the Freedom of Information Act 2000 Contribute to preparations for 150th anniversary 2006/07+ Ensure compliance with relevant legislation Manage transfer of records according to retention schedules Progress Electronic Records Management Catalogue sections of the historic archives **Resources:** Resources need to relate to Modernizing Government White	End of Record Manager's contract in December 2006 (extend contract at earliest opportunity) Staff leave before end of contract and difficulty in recruiting (ensure continuity of knowledge) 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 allocated (allow options for slower implementation) Loss of key staff while on maternity leave (cover arrangements)	Completion of survey analysis & implementation of recommendations (by end 2005) ERM statement of intent (by end of 2005) Targets for ongoing process to achieve required level of cultural change for full implementation of ERM will coincide with time-scales for IT, audit, training and improvements in working practice In accordance with FoI legislation, a plan will be drawn up by Sep 05 for cataloguing the historic archive and this will set cataloguing targets Targets re ongoing management of Gallery records to be agreed at annual appraisals Percentage of Gallery services delivered online Progress monitored in management of on-going

requirements of the Freedom of Information and Data Protection Acts		

Initiative 6.6 Head of Archive and Library and Head of Exhibitions and Collections Management

Modernising **delivery of services for the Heinz Portrait Library**, in order to support study and research into the collections and portraiture more effective

Objectives: 3, 5 and 6   Priority: Medium   Themes: a, c, e

Progress during 2004/05
Plans in place to close library card catalogue from Jan 05.
Plans to automate the indexing operation progressing (pending alterations to the relevant FM database and resolution computer access and training issues for volunteers) and due to be complete by end Mar 05
Preliminary investigation of library software systems suggests an outlay of £20,000 for new system and training; review of plan suggests that retrospective conversion should be investigated as a separate exercise that can be phased according to priority areas and funding opportunities

Key activities 2005/06 – 2007/08 and Resources	Risks to achieving (and mitigation)	Performance measures (including Targets & Milestones)
2005/06 Draw up action plan for preparing a business case for the automation of library information systems (inc stock control and periodicals management) and other resources, to include: analysis of needs, operational requirement, assessment of benefits, efficiency savings, investigation of procurement procedures and software, detailed costings, investigation of funding possibilities. Present business case. **2006/07** Subject to go-ahead, implement procurement procedure and procure and install system **2007/08** Develop plans for a phased programme of retrospective conversion **Resources:** Increased resources to be found; some resources to be shared with other institutions	Head of Archive & Library and Librarian unable to allocate time because of lack of Archive and Library assistant support (match work with support available) Insufficient IT time to support development and technical (allow time for development)	Action plan for preparing a business case to be drawn up (by end May 2005) and case to be presented (Nov 2005) Further targets to be drawn up as part of action plan and according to requirements of procurement procedures Progress monitored as part of project management Targets re percentage of library and related stock managed and accessible online to be agreed at annual appraisals

Initiative 6.7 Head of Finance and Planning and Director

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

Objectives: 5 and 6   Priority: Medium-High   Themes: e, f

Progress during 2004/05
Planning Team established Feb 2004; IA review of implementation undertaken in 2004; Action Plan, Policy review schedule and Management Team agenda plan agreed Dec 2004; Management Team

		Milestones)
2005/06 Agree ToR agreed for key decision-making groups Update key Policies Revised Financial and Procurement procedures to be issued **2006/07+** Ongoing implementation and review **Resources:** Facilitation and input from Management Team	Delay due to conflicting priorities for Management Team and by Head of Finance and Planning's maternity leave (timetable to be reviewed regularly by Management Team; cover for HoFP) Lack of buy–in from management (iterative process to ensure stakeholders are consulted; focus on long-term gains) Creation of more bureaucracy rather than less (focus on key activities)	Delivery in accordance with timetable as follows: ToR agreed for key decision-making groups (by May 2005) Policies updated in line with schedule (ongoing) Updated Financial and Procurement procedures to be issued Spring 2005 Efficiency gains (1.5% improvement in management productivity from greater clarity and shared understanding, being able to access information readily, and fewer and/or more effective meetings)