

BUSINESS PLAN 2007 – 2010

1 Introduction

The successes of the Gallery's 150th Anniversary year- in which a record number of visits were made to St Martin's Place (1.6m during 2006, well ahead of the previous record in 2005 of just over 1.5m) and to the website (8.6m in 2006 compared to 6.6m in 2005), the Gallery re-launched the displays at Beningbrough Hall in partnership with the National Trust, completed the campaign to acquire the outstanding portrait of John Donne, raised funds through the Portrait Gala and launched the Patrons of the Portrait Fund- leaves the organisation moving forward with fresh impetus.

This celebratory enthusiasm for the National Portrait Gallery and its work reinforced the knowledge that it is a very special institution held in particular affection by those who experience it. This is a museum of people, in which their stories make up the narrative of a changing Britain evolving over five centuries. And the best portraiture has the power to cross boundaries of time and culture to speak directly of the subject, of their interests, their lives and times. The ideas that are examined through the Gallery's Collection - of achievement, identity and nationhood - are central to Britain's future.

Therefore the challenges ahead remain both fundamental and crucial: investing in the development of the Collection; attracting a wider audience for the Gallery's displays, exhibitions and activities in London and around the country; deepening our research work; offering high quality service for enquiries and the provision of information; opening up our learning and access programmes; increasing our income generation; while also investing in a better core infrastructure and a better resourced and more effective set of processes of management and organisation.

The Gallery is ambitious without being reckless. There is a proud determination to convince all those that fund and support us to contribute more, so that we can operate more effectively and provide more for eager participants and visitors. Partnerships are central to how we move forward, whether our special links with the National Trust, the work that we create with community organisations or the co-organising and media arrangements set up for particular loan exhibitions.

The Gallery is excited about the opportunities ahead, and the 2007-2010 Plan sets out how we will translate those opportunities into further achievements.

2 The Gallery's Aim and Primary Objectives

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

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

The six primary objectives are:

- 1 To **extend and broaden the range of audiences** for the National Portrait Gallery and its work
- 2 To **develop the Collection**, creating opportunities for acquisition and commission, while improving its care and conservation
- 3 To **increase the understanding of and engagement with the Collection** and its subjects through bringing more of the reference collections into use, and through outstanding research, displays and exhibition, education, access, publishing, information, regional and digital programmes, and a higher national and public profile.
- 4 To **maximize the financial resources** available through both public and private sector support, trading and licensing and through the effective management of the Gallery's assets and resources
- 5 To **develop staff** as an essential resource through the extension of staff diversity, training, development and learning programmes
- 6 To **bring the buildings, technical and managerial infrastructure of the Gallery to the highest standards**, including processes, systems, collection storage and staff accommodation

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

3 Context

The background to the Gallery's development over the next ten years, and to the three years of this Plan, is of a world, a country and a capital city all going through considerable further change. There is a continued shift in demographics, implying a larger proportion of older visitors, who will have the time and resources to visit more often and over a longer period. The patterns of the world economy are changing so that the industrial development of India and China will bring more tourists and potential visitors from those continents. At the same time the issues of climate change and sustainability will make an imperative for the Gallery to do more to reduce its energy and resource use, while also potentially putting a brake on global cultural tourism through a reduction in the number of cheap air flights on offer.

More specifically the further deepening of the relationships across cultures will offer a greater chance to share and exchange cultural materials, making more sense to move important artefacts around the world rather than people. Digital technology and the internet will continue to offer enormous scope for increased access to the Collection and to the wealth of information held by the Gallery around it, while the development of e-learning will offer richer opportunities for individuals to increase their understanding of British history and portraiture. These and many other positive effects for museums and galleries are underlined in the recent by Tony Travers of the London School of

Economics, highlighting the hugely positive social, cultural and economic impact of the sector as a whole.

There are considerable continuing uncertainties, the threat of central London terrorist attacks and the tightness of the economy amongst them. The government is seeking to restrict public spending over the next period of budget planning (2008-11); however the Gallery will continue to make its case vigorously for the resources that it needs and

The Olympiad cultural festival between 2008 and 2012 creates a special chance for the Gallery to offer projects that respond to the themes of human achievement, the celebration of young people and diversity. The Gallery will be doing more specific work over the next year to develop its programme, in collaboration with other organisations. Cultural diversity continues as an important theme, whether in relation to staffing, programmes or in the development of new audiences.

deserves to do its work properly. Equally, the Gallery will wish to play its part in a more prominent agenda of 'corporate social responsibility'. And it will certainly be contributing to the development of the cultural sector in Britain, which provides so much – on the back of a very modest amount of public investment - to the economic, social and artistic well-being of the country.

4 Achievements in 2006/07

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

<p>1 To extend and broaden the range of audiences for the National Portrait Gallery and its work</p> <ul style="list-style-type: none"> • Almost all participants (up to 99%) in the regular MORI research said they would be likely to recommend the Gallery to their friends. • Winner in the Visit London category for Large Visitor Attraction. • Further expansion of outreach and access work, including <i>Cherish</i> with the Chinese communities • Special events and music commissions associated with the Anniversary. • The highest ever overall number of actual visits to St Martin's Place and visits to the website. • Successful media partnerships with The Times and The Sunday Times for the 150th anniversary year. • Extension of the National Programme with a second partnership with the South West hub. • Subject Specialist Network for Portraiture initiated. • Report on the development of Portrait Portal project taken forward. 	<p>2 To develop the Collection, creating opportunities for acquisition and commission</p> <ul style="list-style-type: none"> • Important acquisitions including the outstanding portrait of John Donne and portrait of Lady Jane Grey. • New commissions including the JP Morgan supported portrait of Sir Steven Redgrave by Dryden Goodwin and Victoria Cross winner Johnson Beharry by Emma Wesley. • Group photographic commissions including the Health sector leaders photographed by Julia Fullerton-Batten, supported by Deloitte, and ten leaders of 'Faith and Church' photographed by Don McCullin. • Regular prominent national news coverage for new commissions.
<p>3 To increase the understanding of and engagement with the Collection and its subjects...</p> <ul style="list-style-type: none"> • Successful exhibitions such as <i>Searching for Shakespeare</i>, <i>Angus McBean</i> and <i>David Hockney Portraits</i>, with a record attendance for the <i>BP Portrait Award</i>. (The third highest daily visits of a London exhibition in 2006) • A set of 150th Anniversary displays and timeline and a special trail and display for the commemoration of the 200th anniversary of the first Act for the abolition of the Slave Trade. • Successful publishing of catalogues, including <i>Angus McBean</i>, <i>David Hockney Portraits</i> and <i>Face of Fashion</i>. • Further cataloguing and digitisation of collections (for example engravings by William Faithorne). • Continued work on the later Victorian and Stuart catalogues and appointment of first two Leverhulme Fellows. • The re-launch of the displays at Beningbrough Hall project with Heritage Lottery Fund (HLF) and Department for Culture Media and Sport (DCMS) funding. 	<p>4 To maximize the financial resources available ...</p> <ul style="list-style-type: none"> • The completion of the 150th Anniversary season and the launch of Patrons of the Portrait Fund with higher level support being matched with a further major donation from the Ondaatje family • Largest ever acquisitions campaign, raising £1.4m towards the acquisition of the portrait of John Donne. • Shortlisting for two Arts & Business Awards for work with Herbert Smith and Taylor Wessing. • Development of the Associate level of individual support, and increase in number of Members by 17% to over 3,500. • Further improvement of regular retail analysis and reviews. • Self-generated income over target by xx% • Setting up a subsidiary trading company to start operations on 1 April 2007.
<p>5 To develop staff as an essential resource ...</p> <ul style="list-style-type: none"> • Follow on from the first full staff survey and development of further training initiatives. • Participation in the third year of the Clore Leadership initiative. • Participation in the Global Graduates and Inspire workforce diversity schemes. 	<p>6 To bring the buildings, technical and managerial infrastructure of the Gallery to the highest standards...</p> <ul style="list-style-type: none"> • Undertaking the next phase of Gallery improvements, including the new boilers and the completion of external lighting at St Martin's Place funded by British Land. • Data Protection Policy and Records Management Policy approved. • Completion of internal governance review.

5 Highlights and Priorities for 2007/08

The renewed 2007-10 Business Plan will offer the opportunity to take forward a number of key initiatives in 2007/08, some of which are highlighted below:

<p>1 To extend and broaden the range of audiences for the National Portrait Gallery and its work</p>	<p>2 To develop the Collection, creating opportunities for acquisition and commission</p>
<ul style="list-style-type: none"> • Further media partnerships. • Development of options for extended opening hours. • Further programme developments in the National Programme with project developments in the South West and North East. • Extended evaluation programme. • Further development of Studio Gallery, outreach, family and young people's programmes. 	<ul style="list-style-type: none"> • Acquisitions of further outstanding historical portraits. • A new set of commissions, with support from JP Morgan and BP. • Further group photography commissions.
<p>3 To increase the understanding of and engagement with the Collection and its subjects...</p>	<p>4 To maximize the financial resources available ...</p>
<ul style="list-style-type: none"> • Development of further international partnerships with <i>Vanity Fair Portraits</i>, an exhibition of treasures in Washington and other exhibitions • Development of new displays, interventions and interpretation programmes (with development of Landing and plans for IT space) • Development of digitisation and e-learning programmes, including creating webquests as part of Learning Online. • Review and development of website and plans for Portrait Portal • Next phase of Collection research projects, including Later Victorians and Making Art in Tudor Britain. • Procurement of Information Management System to improve service delivery in the Heinz Archive and Library. • Electronic publication of first part of the Later Victorian catalogue. 	<ul style="list-style-type: none"> • Following on from the 150th Anniversary developing more individual support for the Gallery. • Development of the Portrait Fund and Patrons of the Portrait Fund. • Establishment of a new corporate partnership. • Further development of work on individual giving. • Completion of Capture, the new picture library system, and development of agency business. • New initiatives through the trading company.
<p>5 To develop staff as an essential resource ...</p>	<p>6 To bring the buildings, technical and managerial infrastructure of the Gallery to the highest standards...</p>
<ul style="list-style-type: none"> • Further development of diversity, training and learning plans. • Review and development of the Equality policy, including new sections on Disability. 	<ul style="list-style-type: none"> • Renewal of key building services. • Introduce corporate file plan for paper and electronic records. • Conversion of security cameras to digital. • Next phase of planning for improved Collection storage.

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

6 Opportunities and Risks

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

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

- The current debates about Britishness and citizenship offer the chance for the Gallery's work to be connected to wider themes about the shaping and development of national identity.
- Education developments continue to be central to social and economic development and the Gallery is well positioned to contribute to thinking about the nature of history and achievement.
- Despite security and environmental fears, there is currently continued growth in the national and international travel markets, offering the chance to demonstrate to a wider range of visitors the importance of the Collection and the activities around it.
- The regional agenda is important and the Gallery's national strategy fits with the Renaissance in the Regions policy together with the DCMS/DfES strategic commissioning programme offering the chance to consolidate the partnerships now created.
- Cultural diversity in terms of the balance of the workforce, programming and audience development offers creative opportunities for the Gallery to serve a wider public and to increase the knowledge of its staff.
- The growth of internet usage and the number of visits online encourages finding more partnership opportunities and offering more material online.
- The 2008 - 2012 Olympic festival is an exciting opportunity for the Gallery to work with other organisations, to create a national project and link into international programmes.
- The concerted drive for effectiveness in the Gallery's processes, together with a stress on better procurement, provides the opportunity for further reducing costs across the Gallery's operations.
- The creation of the Gallery's trading company reinforces the development of an entrepreneurial culture within the Gallery in concert with the public service goals of the organisation.

There are also a number of continuing **risks** (which will be mitigated by the Gallery as indicated):

- The threat of terrorism, particularly in the centre of London, remains a continuing concern (the Gallery has a well-developed Emergency Plan and Business Continuity Plan).
- The economic climate remains uncertain, with particular pressure on sponsorship and in the retail field (the Gallery is working hard to renew existing partnerships, find new sponsors, to grow connections through the Venue Hire and Events work and to seek longer-term partnerships).
- There is a risk of not meeting the high expectations from various stakeholders - such as school, college and community groups (the Gallery is working to plan budgets and resources so that clear options are offered and e-learning opportunities are increasingly offered as either an alternative or to complement to a visit).

The initiatives and activities set out in Schedules A, B and C reflect the Gallery's response to these opportunities and risks.

7 The Gallery's Vision

We are determined to develop the National Portrait Gallery as an outstanding and compelling place to visit and a trusted guide to British history and achievement. We wish to

be increasingly recognised as a leader in creating new audiences in London and around the United Kingdom, new forms of outreach and access work, and in offering exceptionally useful online resources. We wish to be a national and international partner that is well regarded and an organisation in which enterprise and innovation are recognised and valued.

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

Sandy Nairne
Director

Schedule A National Portrait Gallery Business Plan 2007-10

Summary of Primary Objectives, Activities and Key Performance Indicators

Objective	Activities	Key Performance Indicators (quantitative)
Objective 1 - To extend and broaden the range of audiences for the National Portrait Gallery and its work	Market Research, Marketing and Brand	<ul style="list-style-type: none"> · Numbers of Gallery visits (including children and NS-SEC 5-8) · Gallery visitor satisfaction (% recommending to friends) · Numbers of participations by learners in on-site and outreach programmes (and children in organised educational programmes) · National Programme – numbers of visits and loans · Memberships – numbers and retention rates · Media reaction · Awards · New major donors
	Late Night Openings/Extended Weekend Programme	
	Families and Young People's Programme	
	Outreach and Access	
	Schools, Colleges and Adult Visitors (including video-conferencing)	
	National Programme	
	Regional Partners	
	Media Partners	
	Individual Membership Scheme	
Objective 2 - To develop the Collection, creating opportunities for acquisition & commission	Acquisitions	<ul style="list-style-type: none"> · Range and significance of portraits acquired or commissioned · Success of fundraising campaigns · Media reaction · Nationally recognised benchmark for collections care
	Commissions	
	Archive and Library	
	Collections Care (security, conservation, collections management and art handling)	
Objective 3 - To increase the understanding of and engagement with the Collection and its subjects through bringing more of the reference collections into use, and through outstanding research, displays and exhibition, education, access, publishing, information, regional and digital programmes, and a higher national and public profile	Loan Exhibitions	<ul style="list-style-type: none"> · Numbers of visits to exhibitions · Assessment of exhibitions against measures of success · Media reaction to programme · Visitors finding interpretation useful · Number of website user sessions · Most popular pages on website · Use of e-learning · Number of portrait records on the website · New partnerships/major developments · Innovations · Meeting AHRC criteria for research · Publications – pick-up rates and reviews
	Displays	
	Interpretation	
	Digital Information	
	E-learning and Web Services	
	Research	
Publishing		

Objective 4 - To maximize the financial resources available through both public and private sector support, trading and licensing and through the effective management of the Gallery's assets and resources	Increasing Grant-in-Aid	<ul style="list-style-type: none"> · Balanced budget · Income/profit targets · New partnerships · Retail – conversion of visitors and average transaction value · Memberships – numbers and retention rates · Efficiency targets
	The Portrait Fund	
	Retail and E-Commerce	
	Picture Library and Licensing	
	Individual Giving and Major Donations	
	Corporate Income	
	Trading Company	
Financial Management and Efficiency		
Objective 5 - To develop staff as an essential resource through the extension of staff training, development and learning programmes	Staff Recruitment & Welfare	<ul style="list-style-type: none"> · Staff satisfaction · Staff turnover · Sick leave rates · Diversity goal
	Training	
Objective 6 - To bring the buildings, technical and managerial infrastructure of the Gallery to the highest standards, including processes, systems, storage and staff accommodation	IT Infrastructure	<ul style="list-style-type: none"> · Maintenance of Gallery building conditions · Compliance e.g. health & safety · Risk management – number of non-external high impact, high probability risks
	Buildings (including accessibility, orientation etc)	
	Collection Storage and Management Plan	
	Corporate Records	
Governance and Compliance		

The key initiatives under each of these activities are detailed in Schedule C.

Key to abbreviations

AHRC	Arts and Humanities Research Council	KPI	Key Performance Indicator
A&L	Archive and Library	MHM	Morris, Hargreaves, McIntyre
ATV	Average Transaction Value	MLA	Museums Libraries Archives Council
BME	Black and Minority Ethnic	NAO	National Audit Office
C&D	Communications and Development Department	NT	National Trust
CPD	Continuing Professional Development	OH	Occupational Health
CSR07	Comprehensive Spending Review 2007	PI	Performance Indicator
DCMS	Department of Culture Media and Sport	PO system	Purchase Order system
EDP	Efficiency Delivery Plan	PPP	Photographic Portrait Prize
ERM	Electronic Records Management	OGC	Office of Government Commerce
EDRMS	Electronic Document and Records Management System	RIBA	Royal Institute of British Architects
HLF	Heritage Lottery Fund	RODI	<i>Reaching Out, Drawing In</i>
HR	Human Resources	SEN	Special Education Needs
I&CF	Investment and Contingency Fund used for one-off sums of investment which fulfils Business Plan Priorities	SMT	Senior Management Team
IMS	Information Management System	SSN	Subject Specialist Network
LACMA	Los Angeles County Museum of Art	TLS	Times Literary Supplement

Schedule B
National Portrait Gallery

Exhibition Programme 2007-2010

	WOLFSON GALLERY	PORTER GALLERY
2007	BP Portrait Award 2007 14 Jun – 16 Sep 2007 180,000: free	Daily Encounters: Photographs from Fleet Street 5 July – 21 Oct 2007 30,000: £5
	Pop Art Portraits 11 Oct 2007- 20 Jan 2008 60,000: £9	Photographic Portrait Prize 2007 8 Nov 2007 – 24 Feb 2008 170,000: free 85,000: paying
2008	Vanity Fair Portraits: Photographs 1914-2007 14 Feb – 26 May 2008 70,000: £10	Nine Living Muses (title tbc) 13 Mar – 15 Jun 2008 70,000: free
	BP Portrait Award 2008 12 Jun – 14 Sep 08 180,000: free	Wyndham Lewis Portraits 3 Jul – 19 Oct 08 20,000: £5.50
	Annie Leibovitz: A Photographer's Life 1990-2005 16 Oct 08 – 25 Jan 09 80,000: £10	Photographic Portrait Prize 2008 6 Nov 08 – 15 Feb 09 170,000: free 85,000: paying
2009	<i>Contemporary Portraiture</i> Feb - May 09 50,000: £9	John Constable Portraits Mar – Jun 09 80,000: free
	BP Portrait Award 2009 Jun - Sep 09 180,000: free	Gay Icons Jul – Oct 09 60, 000: £6
	<i>Battle of the Bands</i> Oct 09 – Jan 10 70,000: £11	Photographic Portrait Prize 2009 Nov 09 – Feb 10 170,000: free 85,000: paying
2010	<i>Man Ray</i> Feb – May 10 90,000: £11	<i>Ida Kar</i> Mar –Jun 10 70,000: free
	BP Portrait Award 2010 Jun - Sep 09 180,000: free	<i>The Indian Portrait: From Pre-Mughal to British Raj</i> Jul – Oct ?40,000: paying
	Thomas Lawrence Oct 10 – Jan 11	Photographic Portrait Prize 2010 Nov 10 – Feb 11

Schedule C - Business Plan Initiatives and Activities

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

1.1 Communications and Development Director and Head of Learning & Access

Developing more **extensive research on audiences for the Gallery** linked to evaluation of public programmes including exhibitions, displays, learning and access 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 range of visitors. Publicising the Gallery's work through a **comprehensive marketing strategy** to include print, advertising and promotions.

Objectives: 1, 3 and 4 Priority for additional core funding: High/Medium

Priority for fundraising: N/A

Progress during 2006/07 (including milestones achieved)

- Appointment of Morris, Hargreaves, McIntyre (MHM) and first tranches of evaluation in place
- *Reaching Out, Drawing In* (RODI) research
- Visitor Research in Tudor Galleries and *Icons and Idols* with City University students
- Successful promotional opportunities for the *Hockney* exhibition
- Interdepartmental co-ordination on market research requirements

Key activities 2007/08 – 2009/10, milestones and resources	Risks to achieving (and mitigation)	Performance measures (including targets) and monitoring
<p>2007/08</p> <ul style="list-style-type: none"> - Second year of three year market research strategy in place - Evaluation of families and young people - Ongoing consultation with Sara Selwood - Evaluation of exhibition audiences to influence planning and marketing strategy - Formative evaluation (before an exhibition becomes too fixed in the schedule) - New and diverse audiences through new promotional strategies (e.g. micro site for <i>Face of Fashion</i>) - Website user-friendly as a marketing tool – for both temporary exhibitions and displays and the main Collection <p>2008/09 and 2009/10</p> <ul style="list-style-type: none"> - Continue to liaise with departments as research programme develops. - New programmes of market research planned including qualitative and on-line. - As three-year pattern emerges greater awareness of make-up of visitors. <p>Resources:</p> <p>Additional Core Funds: Investment and Contingency Fund (I&CF) priority C for market research on exhibition titles, price sensitivity etc</p> <p>Additional Staffing: Press & Marketing Officer IT: for online research Visitor Services: training for observational research Other: Involvement from departments crucial to market research programme</p>	<p>Additional Market Research information does not result in increased visitor numbers or diversification (adjust marketing strategy as we assess effectiveness and invest in other initiatives)</p> <p>Unable to get a clear profile of majority of visitors/ inconclusive results/ information does not give us more than we have (check research methods/questions posed and compare with other organisations)</p> <p>Data not sufficient for DCMS objectives (on-going dialogue with DCMS and ensure data maintained by regular internal reporting)</p> <p>Information not disseminated effectively (managed as part of communications policy)</p> <p>Overloading visitors with research (planning the research programme effectively)</p> <p>Attempting to achieve too much (realistic targets)</p> <p>Lack of resources for managing an effective marketing strategy (realistic expectations and targets)</p>	<p>Method of measurement:</p> <p>Identification of current audiences and increase in future numbers and diversity of visitors, including overseas visitors, through:</p> <p>MHM's quantitative evaluation – e.g. target numbers, % of types of audience, % variation on previous year and frequency of attendance</p> <p>MHM's qualitative evaluation – visitor and non visitor surveys</p> <p>Specific targets:</p> <p>DCMS Funding Agreement number of core targets for visits Key Performance Indicator (KPI)</p> <p>Efficiency targets:</p> <p>2% expenditure cut; savings to cover cost of Press & Marketing Officer and reductions on print and design costs</p> <p>Monitored by:</p> <p>Quarterly – Management report KPIs/MHM reports to Management Team</p> <p>Marketing – annual update to Management Team</p>

1.2 Communications and Development Director and Head of Learning & Access

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

Objectives: 1 and 3

Priority for additional funding: High for staffing support
Priority for fundraising: High

Progress during 2006/07 (including milestones achieved)

- Press Officer (Projects) able to promote some of late night programme to good effect
- Additional events on last Friday of each month to complement the music programme
- Searcy's bar up and running and profitable
- E-newsletter set up specifically for events and public programme
- Sponsorship proposal created with RED consultancy and first approach made

Key activities 2007/08 – 2009/10, milestones and resources	Risks to achieving (and mitigation)	Performance measures (including targets) and monitoring
<p>2007/08</p> <ul style="list-style-type: none"> - Market research on late night openings and particularly public and internal reaction to opening late on a Saturday evening - Searcy's – analyse opportunity for additional late night opening in restaurant on a Saturday evening. - Marketing – more promotion for late night openings and clearer branding (dependent on sponsorship) - Press – press coverage sought for some activities. - Clear costings for late night opening compared to income from tickets sales, trading and catering - Sponsorship sought for late night opening programme - More opportunities for free promotion of late night opening (i.e. through press coverage) - Continue additional music programme on last Friday in month - Monitor market place for late night opening <p>2008/09+</p> <ul style="list-style-type: none"> - Dependent on previous year's decisions <p>Resources: Additional Core Funds: N/A Additional Staffing: 3-year Corporate Development Manager; permanent Press Officer IT: Use of IT Gallery as additional activity space Visitor Services Retail Portrait Restaurant and Cafe</p>	<p>Competition from other venues (greater differentiation in Portrait Gallery programme)</p> <p>External factors having an impact – economic climate, security issues (assess situation as appropriate)</p> <p>Lack of awareness of late night programme and Portrait Restaurant as a venue (increase opportunities for editorial promotion and increase internal awareness)</p> <p>Increased number of visits but not increased diversity (re-align programme and marketing; audience research to ensure needs met)</p> <p>Lack of IT infrastructure to enable effective marketing of Late Nights i.e. ability to create micro site and enhanced web features to promote Late Nights (Sufficient funding from sponsor to cover IT needs)</p> <p>Staff resourcing limitations within Learning and Access and Communications & Development to enable the delivery of an enhanced Late Night programme (keep under review)</p>	<p>Method of measurement: Gallery's visitor number counts, on- line and sample surveys and retail and catering reports</p> <p>Specific targets: Subject to obtaining funding:</p> <p>Increased number of visits and diversity of visitors for Late Openings (increase BME visitors by at least 1% each year)</p> <p>Increased sales for Trading and Searcy's for Late Opening</p> <p>Monitored by: Annual report to Management Team</p>

1.3 Head of Learning & Access, Head of Exhibitions, Communications and Development Director and Chief Curator

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

Objectives: 1,3 and 5 Priority for additional core funding: High for Families Priority for fundraising: High

Progress during 2006/07 (including milestones achieved)

- Project work with Rayne Foundation targeting new Family audiences in Hackney
- Additional Family Resources: Goody Bags and Activity books for 150th Anniversary
- High profile Family events for Chinese New Year, Children's Art Day and the Big Draw
- Additional Family exhibition and programmes for *Reaching Out Drawing In* exhibition, *Cherish*
- Introduction of weekend and holiday out of school programme for young people
- New monthly Youth Forum established
- Events and partnership work with 4 the Record and Global Graduates
- Cultural Diversity conference for Young People
- Different Worlds bookshop gallery display

Key activities 2007/08 – 2009/10, milestones and resources	Risks to achieving (and mitigation)	Performance measures (including targets) and monitoring
<p>2007/08 Families: - Continue to develop core programme - Redesign on-site resources, Art Trolley and Rucksacks - Outreach animation project targeting new audiences, funded by the McAslan Trust - New strand of family activities and interpretation for the BP Portrait Award - Improve marketing of the programme Young People: - Increase range and frequency of core programme including exhibition workshops - Project work around the Devotional Series, Face of Fashion and Abolition - Develop new and existing partnerships with Festival of Youth Arts, 4 the Record, Global Graduates, and Young Vic - Introduce Summer "University" sessions - Contribute to Studio <i>My Space</i> exhibition - Seek funding to extend project work</p> <p>2008/09+ Families: - Seek funding to Increase weekend activities from monthly to weekly - Increase resources on website - Outreach project targeting new audiences funded by the McAslan Trust - Further develop Families interpretation - Contribute to projects in Studio Gallery Young People: - Increase range and frequency of programme including workshops with exhibitions - Develop Young People's resources on the website - Introduce Young People's events - Contribute to new audiences in Studio</p> <p>Resources: Additional Core Funds: for families programme Additional Staffing: N/A IT: Website resources</p>	<p>Target audiences not attracted and expectations of new visitors not met (evaluation/concentrate attention on quality of what is offered)</p> <p>Need for interpretation and programming for families and young people in displays and exhibitions to retain audiences (discuss audience needs with curators)</p> <p>External funding not secured for Young People's and Family's Outreach and Project work (reduce programme scope)</p>	<p>Method of measurement: Quantitative and qualitative measures for ensuring audience needs and Gallery objectives are met, using Gallery evaluation systems currently being developed as well as the MLA Inspiring Learning For All framework for General Learning Outcomes</p> <p>Specific targets: DCMS Funding Agreement core targets for participations in learning programmes (KPI)</p> <p>Efficiency targets: Savings on print</p> <p>Monitored by: Quarterly management report KPIs to Management Team</p> <p>Annual report to Management Team, including qualitative material</p>

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1.4 Head of Learning & Access

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

Objectives: 1, 3 and 5

Priority for additional core funding: N/A

Priority for fundraising: High for *Reaching Out Drawing In*

Progress during 2006/07 (including milestones achieved)

- 2 HLF-funded exhibitions for *Reaching Out Drawing In: Fame and Cherish*
- Completion of Braille, large print and picture description labels
- Outreach programme with Hospital and Special Educational Needs (SEN) Schools, Haringey Phoenix Group and Community Centres
- Onsite access programmes with Chance UK, Barnardos, community groups and SEN Schools
- Explore Elizabeth ICAN online resource for SEN schools

Key activities 2007/08 – 2009/10, milestones and resources	Risks to achieving (and mitigation)	Performance measures (including targets) and milestones
<p>2007/08</p> <ul style="list-style-type: none"> - Final HLF-funded exhibition: <i>Four Corners</i> (Black and Asian focus) - Evaluate HLF project and disseminate - Submit proposal for future project to HLF - Additional Studio Gallery exhibition working with young people (My Space) - Increase activities for disabled and socially excluded young people - Develop animation project with Mencap, range, number of SEN resources - Extend hospital residency scheme - Develop new outreach work with elders, community, and socially excluded groups <p>2008/09</p> <ul style="list-style-type: none"> - Begin first year of Portraits of Britain project (subject to funding) - Continue outreach programme with Vodafone funding - Continue onsite new audiences programme - Extend SEN programme - Increase Outreach resources online - Additional Studio Gallery exhibition/project (subject to funding) <p>Resources: Additional Core Funds: 6 months bridging funds for RODI from I&CF; Additional Staffing: N/A IT: Website resources</p>	<p>New audiences not found, or expectations not met (develop strategy for the Studio Gallery as a venue for audiences and new series of educational displays)</p> <p>New funding source not secured to replace HLF grant (high priority for fundraising and internal bridging funds allocated for 2007/08)</p> <p>New funding source not secured for additional Studio Gallery exhibition/projects (reduce scope of the programme)</p> <p>Need for further interpretation and programming for new audiences in displays and exhibitions to retain audiences (discuss audience needs with curators)</p>	<p>Method of measurement: Monitoring as required for HLF, as well as assessment of General Learning Outcomes for Gallery using Inspiring Learning for All framework</p> <p>Specific targets: DCMS Funding Agreement core targets for participations in learning programmes (KPI)</p> <p>Efficiency target: Savings on print</p> <p>Monitored by: Annual report to Management Team, including qualitative material</p>

1.5 Head of Learning & Access Extending provision for schools, colleges and adult visitors , including through video-conferencing programme . Objectives: 1 and 3 Priority for additional core funding: N/A Priority for fundraising: N/A		
Progress during 2006/07(including milestones achieved) <ul style="list-style-type: none"> • Shakespeare, Contemporary Portraiture and Picturing Britain conferences • Scale and scope of ticketed adult programme extended • 150th Anniversary talks series with TLS and Poets in the City • Schools workshops programme at capacity • Development of citizenship strand within the schools programme • David Hockney schools programme and resources for teachers 		
Key activities 2007/08 – 2009/10, milestones and resources	Risks to achieving (and mitigation)	Performance measures (including targets) and monitoring
2007/08 - Continue to develop schools programme responding to changes in the curriculum - Develop new teachers' resources online (minimum of 3 per annum) - Develop webquests and Creative Journeys online - Extend programme of events and Continuing Professional Development (CPD) for teachers - Between Worlds, Framing, and Pop Art conferences - Abolition of the Slave Trade programme - Review volume and scope of Adult Programme - Training programme for Visitor Service Assistants - Improve marketing and ticketing of adult programme - Continue video-conferencing provision to existing users; explore take-up from new groups; review and upgrade equipment 2008/09+ - Continue to develop schools programme responding to changes in the curriculum - Continue to develop webquests and Creative Journeys online - Continue to develop the Adult Programme - Develop academic partnerships and programme - Living Muses and Wyndham Lewis conferences Resources: Additional Core Funds: I&CF to upgrade video-conferencing equipment Additional Staffing: schools art resources director 2 years I&CF priority B IT: Website resources	Overload on Gallery resources during term-time (check booking and control numbers) Competition from other museums and galleries in adult programme field reduces numbers (reinforce unique elements of Gallery's programme) Difficulties with ticketing affects ticket sales and the development of the adult programme (would improve if online booking and improve internal booking service introduced) Insufficient marketing leads to low take-up of ticketed events (establish databases for mailing lists; develop online marketing; improve marketing onsite) Technical difficulties in video-conferencing (renew/maintain equipment regularly and keep up to date with new developments) End of partnership with Global Leap (investigate alternative technical support or partnership)	Method of measurement: Quantitative data on school and college visits, on participants in adult programmes, and of participants in video-conferencing (range, location, etc) collected on Artifax Qualitative evaluation to be developed further as part of Activity 1.1; video-conferencing in conjunction with Global Leap Specific targets: DCMS Funding Agreement core targets for participations in learning programmes (KPI) Efficiency target: Savings on print Monitored by: Biennial update to Management Team, including qualitative material

<ul style="list-style-type: none"> - Continued development of partnership work - Undertake evaluation - Increase long-term loan activity - Portrait Portal: continue piloting projects - SSN links to Portrait Portal <p>2009/10</p> <ul style="list-style-type: none"> - Portrait Portal: complete pilot projects (end 2009) and evaluate prior to investigating options (and funding opportunities) <p>Resources: Additional Core Funds: Portrait Portal I&CF priority B start up Additional Staff: Increased hours for National Programmes Manager IT: Development of content on website; Portrait Portal</p> <p>Support required from Curatorial Team, Learning & Access, Collections Management, Conservation, Art Handling, Finance, Communications & Development, Library and Archive</p>	<p>for intern to continue research and investigate opportunities for additional funding)</p> <p>Limited capacity in Collections management/National Programmes (continue to work with exhibitions team and curators re displays to see where there are opportunities that fit within National Strategy)</p> <p>Overload of activity (develop links with the two regions through existing activity in National Programmes, Learning & Access and other Gallery departments and limit amount of new activity; ensure adequate and appropriate resources in place to support programme)</p>	
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<p>1.7 16th, 18th and 19th century curators, Head of Exhibitions and Collections Management, National Programmes Manager and Director</p> <p>Continue the development of Beningbrough Hall, enhance the displays at Montacute House and develop the programme at Bodelwyddan Castle in order to extend and widen audiences for the Collection.</p> <p>Objectives: 1, 3 and 6 (Links also to 1.6) Priority for additional core funding: High for some one-offs Priority for fundraising: High for Strategic Commissioning</p>		
<p>Progress during 2006/07(including milestones achieved)</p> <ul style="list-style-type: none"> • Relaunch of Beningbrough Hall • Temporary exhibition project at Beningbrough • Academic conference at Beningbrough in partnership with University of York • New interpretation programmes and more stable environmental conditions at Montacute • Improved signage and interpretation at Bodelwyddan • Evaluation of improved visitor orientation at Bodelwyddan 		
<p>Key activities 2007/08 – 2009/10, milestones and resources</p>	<p>Risks to achieving (and mitigation)</p>	<p>Performance measures (including targets) and monitoring</p>
<p>2007/08 Beningbrough: - Annual temporary visiting portrait exhibition; review evaluation and consider implementing any changes; review interactives snagging and upkeep; review and clarify relationship between HLF project and Strategic Commissioning programmes; conduct next tranche of post-project evaluation; support NT in developing fund-raising approach for continuing subsidised transport</p> <p>Bodelwyddan: - Ongoing discussions to develop three year exhibition programme with support from Gallery team; develop further partnership with National Museum & Gallery of Wales; renew Silvy interactive; provide one exhibition per year</p> <p>Montacute: - Review of Portrait Explorer and extending provision to the ground floor; installation of new visiting Portrait; installation of new exterior and interior signage and interpretation; start of partnership with University of Bristol & the Art History MA programme to create a temporary exhibition on portraits of Tudor Women opening in March 2008; re-writing of Tudor and Jacobean Montacute Guidebook; continuation of micro-climate framing project; Strategic Commissioning programme</p> <p>2008/09 Beningbrough: - Ongoing visiting portraits displays; continuous post-project evaluation; secure special group transport (assisted transport for community groups); Strategic Commissioning programme (subject to funding)</p> <p>Bodelwyddan: - Review 'interactive' displays; provide one exhibition per year</p>	<p>National Trust priorities move elsewhere (continue to develop relationship at different levels).</p> <p>Resources at Bodelwyddan cause for concern (close monitoring and continued contact with Bodelwyddan Trustees)</p> <p>Concern over level of staff resources to keep work up to date; resources available to manage a three-way partnership (regular review; proper budgeting; additional support)</p> <p>Overload on National Programmes staff, Curators, Conservation and Collections Management teams, especially re changing exhibitions (reduce volume and scope of programme)</p>	<p>Method of measurement: Data on visitor numbers provided by partners; evaluation e.g. improved visitor orientation at Bodelwyddan and interpretation tools</p> <p>Specific targets: Targets for numbers of visits to each venue (KPI), including for temporary exhibitions, participations in educational activities and specific HLF targets for new audience development at Beningbrough</p> <p>More stable environmental conditions at Montacute</p> <p>Improved communication with National Trust staff and volunteers.</p> <p>Monitored by: Annual Report to Management Team, including qualitative material</p>

<p>Montacute: - Temporary exhibition related programme in partnership with University of Bristol MA students (subject to funding); phased installation of lighting track; completion of micro-climate framing project; Strategic Commissioning programme (subject to funding)</p> <p>Resources: Additional Core Funds: Allocated from 2007/8 for visiting portraits at Beningbrough and one exhibition at Bodelwyddan; one-off I&CF funds for exhibition at Montacute Additional Staffing: Increased hours of National Programmes Manager IT: Portrait Explorer at Montacute (I&CF); Silvy interactive at Bodelwyddan (subject to funding)</p> <p>Support: Collections Management, Art Handling, Conservation, IT, Communications and Development, Learning & Access</p>		
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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. To **maintain a high level of press coverage** including for projects. To continue to develop media partners as with The Times and Sunday Times for the Anniversary year.

Objectives: 1 and 3 (links also to 4.4)

Priority for additional core funding: High for staffing

Priority for fundraising: N/A

Progress during 2006/07 (including milestones achieved)

- Culture Show continuing partnership on Living Icons
- The British Face – Channel 5 two part documentary for 150th Anniversary year
- One-year Press Officer (Projects) post gave opportunities for increased media coverage – particularly for displays like Heath Sector portraits and Exceptional Youth
- Work with *Today*, *Front Row* and *The Long View* (BBC Radio 4)
- Work on targeting new audiences in terms of press (health, youth and religious) and public (Queer events campaign to attract gay audiences)

Key activities 2007/08 – 2009/10 milestones and resources	Risks to achieving (and mitigation)	Performance measures (including targets) and monitoring
<p>2007/08</p> <ul style="list-style-type: none"> - Continue to maximise opportunities with current partners and target new audiences - New radio links (currently only Classic FM) - New links with production companies - Return to idea of National Portrait Day and media coverage - Increased radio links – particularly Public Programme events - <i>Face of Fashion</i> new media links - Continue to seek media partner for BP Portrait Award - Promote Gallery's programme widely through press, particularly displays, commissions, learning and access and publications - Widening target press, looking at a broader range of specialist areas whilst maintaining core high profile national/international coverage (i.e. <i>The Voice</i>, tourism, access, education press) <p>2008/09+</p> <ul style="list-style-type: none"> - Continuing broadcast partnerships and high level of media coverage. Promotion across the board of Gallery activities - Continue to develop radio links <p>Resources: Additional Core Funds: N/A Additional Staffing: Press & Marketing Officer Collection Services: New programme of Media training to be planned</p>	<p>Number of special media relationships distracts from ability of Press Officer to concentrate on day-to-day press activity (Press Officer (Projects) to be made permanent)</p> <p>Strain on resources or change in personnel (keep activity level under review and good planning)</p> <p>Press feel they get too much information about the National Portrait Gallery (develop new and varied relationships)</p> <p>Public feel they hear too much about the Gallery (diversify audience)</p> <p>Too many opening dates (stagger to achieve realistic level of coverage for significant number of displays, exhibitions and events)</p>	<p>Method of measurement: Analysis of media coverage, including database of usable press quotes</p> <p>Specific targets: At least 80% positive press (exhibitions at least 3 stars, where scored) (KPI)</p> <p>Numbers of network programmes linked to the Gallery each year (target of 50% of major exhibitions)</p> <p>Efficiency targets: 2% expenditure cut; e-invites</p> <p>Monitored by: Quarterly management report KPIs to Management Team; Annual update to Management Team</p>

1.9 Communications and Development Director

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

Objectives: 1 and 4

Priority for additional core funding: N/A

Priority for fundraising: N/A

Progress during 2006/07 (including milestones achieved)

- Additional events for Members very successful
- Volunteer programme researched and established
- Increased level of Members during *David Hockney* exhibition
- Greater awareness throughout Gallery of importance of promoting Members

Key activities 2007/08 – 2009/10, milestones and resources	Risks to achieving (and mitigation)	Performance measures (including targets) and monitoring
<p>2007/08</p> <ul style="list-style-type: none"> - Increased impact of marketing - Increased Membership - Encourage Members to upgrade to Associate level - Greater awareness of Members profile through market research - Volunteer help to 'sell' Membership - Use American programme opportunities to promote support (e.g. <i>Great Britons</i> in Washington) - Successful Members events to sustain involvement <p>2008/09+</p> <ul style="list-style-type: none"> - As above - Named Membership support of a particular area of the Gallery's work - Decision on future of Membership and whether it is feasible for it to grow substantially <p>Resources: Additional Core Funds: N/A Additional Staffing: N/A Other: Contributors for <i>Face to Face</i></p>	<p>Fewer 'blockbusters' and lack of equivalent benefits compared to other organisations – i.e. no Members Room, or evening Private Views (exploit unique features of the Gallery; put Members support behind public projects)</p> <p>Lack of understanding within Gallery of importance of increasing Membership programme (work on internal training and awareness programme)</p> <p>Membership fails to grow to target (keep under review and realistic targets)</p> <p>Lack of awareness of Membership amongst visitors (increased marketing and Visitor Services awareness)</p> <p>Too much resource spent on low levels of giving and high level of benefits discourages entry at higher levels (realistic number of benefits and events)</p>	<p>Method of measurement: Numbers and retention rates calculated from Raisers Edge database; monitoring afternoon previews and evening events to estimate number of younger members attending</p> <p>Qualitative feedback used from Members sessions to improve offers and services.</p> <p>Specific targets Maintain level of Membership above 2,500 and retention rates of at least 90% with direct debit and 20% with cash, cheque and other payment methods; increase in relation to a target of 2% of paying exhibition visitors (KPI)</p> <p>Increase number of younger Members attending the special Members evening event to 15-20% of total attendees at these events</p> <p>Efficiency target: Savings on print</p> <p>Monitored by: Membership numbers - quarterly management report KPIs Annual update on Individual Giving to Management Team, including qualitative material</p>

1.10 Communications and Development Director and Director

To **maximise opportunities at the Gallery for advocacy** through events, literature and word of mouth as well as building relationships through the take-up of corporate and individual benefits.

Objectives: 1, 3 and 4

Priority for additional core funding: N/A

Priority for fundraising: N/A

Progress during 2006/07 (including milestones achieved)

- Gala follow-up – all attendees written to and contacted where possible
- Progress made on updating and cleaning 'A' and 'B' guest lists

Key activities 2007/08 – 2009/10, milestones and resources	Risks to achieving (and mitigation)	Performance measures (including targets) and monitoring
<p>2007/08</p> <ul style="list-style-type: none"> - Use of Gallery events i.e. Trustees and Director's Dinners, Private Views, cultivation events etc. to promote the Gallery, encourage support, strengthen existing relationships, spread the word - Use of Gallery's literature to reflect the wide range of work: publications, quarterly, newsletter, learning and access literature, special leaflets, regional partnerships etc. - Encourage staff to act as ambassadors for the Gallery, particularly at Gallery events - Private View lists (particularly B list) to be more targeted - Guests of sponsors to be followed up - Gallery staff to keep Development informed about key people they meet - Increase the likelihood of sponsors and their employees becoming advocates for the Gallery by encouraging them to use benefits i.e. talks, workshops, events that increase their affinity to the Gallery - Maximise opportunities for using <i>Face to Face</i> for greater advocacy <p>2008/09+ As above</p> <p>Resources: Additional Core Funds: N/A Additional Staffing: N/A IT: Set-up for e-invitations Other: All staff support</p>	<p>Invitations sent out late miss opportunities for key individuals to attend event (ensure long-term planning)</p> <p>Individuals not added to guest lists (Gallery staff to keep Communications and Development informed of key contacts)</p> <p>Gallery literature not used to best advantage (clear strategies)</p>	<p>Method of measurement: MHM quarterly quantitative surveys; income v budget on management report</p> <p>Specific targets:</p> <ul style="list-style-type: none"> • Increased visitor figures (KPI) • Increased self-generated income (financial KPI) • Market research feedback positive (at least 90% would recommend to a friend) (KPI) • At least one nomination for a major award • Minimum number of new donors giving £10,000 or more (KPI) <p>Efficiency targets: E-invites – savings on print and more efficient way of ensuring replies; expenditure savings on private views and dinners</p> <p>Monitored by: Monthly management report/quarterly KPIs to Management Team Annual update to Management Team</p>

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

<p>2.1 Chief Curator and Director</p> <p>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.</p> <p>Objectives: 2 and 3 (links also to 4.2) Priority for additional funding: N/A Priority for fundraising: High</p>		
<p>Progress during 2006/07 (including milestones achieved)</p> <ul style="list-style-type: none"> • Successful public appeal to acquire portrait of John Donne • Portraits of Lady Jane Grey, Thomas Paine and R.B. Kitaj purchased • Significant progress in adding funds to the Portrait Fund 		
<p>Key activities 2007/08 – 2009/10, milestones and resources</p>	<p>Risks to achieving (and mitigation)</p>	<p>Performance measures (including targets) and monitoring</p>
<p>2007/08 - Use Gala funds for appropriate acquisitions - ‘Great Britons’ exhibition of Gallery ‘treasures’ in Washington is an opportunity to demonstrate internationally the importance and range of the Collection. - Increase the prominence of the Portrait Fund, gaining more contributions</p> <p>2008/09+ - Ongoing programme of acquisitions and fundraising for the Portrait Fund</p> <p>Resources: Additional Core Funds: N/A Additional Staffing: 2 year assistant curator for photographs (I&CF Priority B)</p>	<p>Lack of funds to respond to opportunity (create new funds through Portrait Fund)</p> <p>Unavailability of portraits to meet Collection weaknesses (research, networks with collectors, cultivation of gifts/bequests, programme of commissions)</p>	<p>Method of measurement: Monthly acquisitions report and Trustees paper; analysis of media coverage</p> <p>Specific targets: Range and significance of acquisitions (qualitative KPI)</p> <p>Success of fundraising campaigns (financial KPI)</p> <p>Nature and degree of press coverage and wider public interest (qualitative KPI)</p> <p>Monitored by: Fortnightly Curatorial meetings; Quarterly management report KPIs to Management Team</p>

<p>2.2 Contemporary Curator, Director and Head of Learning & Access</p> <p>Giving greater prominence to new commissions for the collection, and linking to wider education work and new strands of support.</p> <p>Objectives: 2 and 3 Priority for additional core funding: Medium Priority for fundraising: High</p>		
<p>Progress during 2006/07 (including milestones achieved)</p> <ul style="list-style-type: none"> • JPMorgan extended their funding for further 3 years allowing the opportunity to commission artists of international stature. • Exceptional commissioned works completed including Sir Steve Redgrave, Johnson Beharry and Faith and Church Leaders • National and international loans of commissioned works including <i>Icons and Idols</i> to York City Art Gallery and David Beckham to Museum of Modern Art, New York and Sydney 		
<p>Key activities 2007/08 – 2009/10, milestones and resources</p>	<p>Risks to achieving (and mitigation)</p>	<p>Performance measures (including targets) and monitoring</p>
<p>2007/08</p> <ul style="list-style-type: none"> - Continue working with leading contemporary artists to increase awareness of the commissioning programmes on an international level. - Further photographic commissions completed in particular collecting areas (subject to funding). - Research sitters relevant to wider ranging audiences and those of wider cultural range. - Broaden education programme to highlight commissioning activity further. - Use display in Washington of Gallery's 'Great Britons', including commissioned works, to highlight strength of programme. <p>2008/09+</p> <ul style="list-style-type: none"> - Photographic commissions to be continued (subject to funding) <p>Resources: Additional Core Funds: N/A Additional Staffing: assistant curator photographs I&CF priority B</p>	<p>Lack of staff time to develop programmes and failure to plan around a very uncertain process (allocate more time and/or undertake less commissions)</p> <p>Lessening quality of commissions through attempting too many (focus process to ensure likelihood of success)</p> <p>Failure to obtain buy-in from artist and sitter to wider education programme (clarify process to sitter and artist from the start)</p>	<p>Method of measurement: Monthly acquisitions report. Quality measured through evaluation from internal discussion, feedback from regular education and event programmes and media and public reaction.</p> <p>Specific targets: Number and quality of commissions and commissioned groups of photographic portraits achieved – at least one or two each year (KPI) - (subject to funding)</p> <p>Monitored by: Fortnightly Curatorial meetings; Quarterly management report KPIs to Management Team; Annual report on future commissions to Management Team (including analysis of gaps in the Collection)</p>

2.3 Head of Archive and Library

Modernising **delivery of services for the Heinz Archive and Library**, to attract new audiences, to raise awareness of archive and library collections beyond the Gallery by making information available, to improve access to resources to better support study and research into the collections and portraiture, to increase efficiency of indexing and library management procedures.

Objectives: 1, 3, 4, 5 and 6

Priority for additional funding core funding: High

Priority for fundraising: Medium

Progress during 2006/07 (including milestones achieved)

- Needs analysis undertaken and system specification written
- Business case submitted to Management Team
- Existing File Maker Pro databases merged to simplify conversion to new system
- Cataloguing Gallery's historic records suspended during 2006 following advice regarding difficulty of converting existing lists (in Word format) into specialist archive software

Key activities 2007/08 – 2009/10, milestones and resources	Risks to achieving (and mitigation)	Performance measures (including targets) and monitoring
<p>2007/08</p> <ul style="list-style-type: none"> - Procure and install Information Management System (IMS) - Migrate existing electronic records into new system. - Input existing Word catalogues for Exhibition Records and Photographs. - Develop automated routines for acquiring, cataloguing and circulating books; archives cataloguing and indexing portraits. - Consider use of library indexing data as pilot for data feeding into Portrait Portal. - Make data available internally to Gallery staff - Commence cataloguing the Scharf library and archive (subject to funding). <p>2008/09</p> <ul style="list-style-type: none"> - Finish cataloguing Scharf collection (subject to funding). - Integrate web interface with Gallery website. - Develop strategy for and, subject to funding, implement phased programme of cataloguing (commencing with rare books, manuscripts, Fleming Library, other high priority subject areas, Director's papers) <p>2009/10</p> <ul style="list-style-type: none"> - Continue phased programme of cataloguing. <p>Resources: Additional Core Funds: I&CF for IMS; Scharf cataloguing I&CF priority C Additional Staffing: one-year post for implementation of IMS IT: technical support during implementation and to assist with system development.</p>	<p>Head of Archive & Library, Librarian and Archivist/Records Manager unable to allocate time because of insufficient support (match work with support available).</p> <p>Risk in retrospective conversion of unfulfilled expectations and loss of momentum (ensure good planning)</p> <p>Insufficient IT resources to undertake system implementation and development, or to provide ongoing technical support (ensure good planning)</p> <p>External funding cannot be found to support phased programme of cataloguing (match timetable to resources, review departmental priorities and allow for slower rate of progress)</p>	<p>Method of measurement: Review of progress at Information Management System (IMS) project meetings</p> <p>Specific targets: Meeting project timetable for implementation of IMS, availability of records on-line and elimination of indexing backlog</p> <p>Efficiency targets: 2% expenditure cut; cost savings on mounting etc after implementing IMS</p> <p>Monitored by: Project Team regular meetings; updates to Management Team as required.</p>

2.4 Head of Exhibitions and Collections Management, Chief Curator and Head of Resources

Maintaining and developing the **care of the Collection** through storage, conservation, collections management, art handling and security.

Objectives: 2, 3 and 6 Priority for additional core funding: some minor costs Priority for fundraising: N/A

Progress during 2006/07 (including milestones achieved)

- Conservation work for the relaunch of Beningbrough, loans, exhibitions and national programme
- Continuation of micro-climate framing for Montacute
- Continued digitisation of Frame Conservation paper records – 2,000 records now on database
- Pilgrim Trust Frame Conservation Study/Internship programme
- Conservation work and preparation for the Great Britons exhibition in Washington
- Continuation of Collections Management work on MultiMimsy and acquisitions
- Collections Management completed a condition survey of small works of sculpture at Merton and of small works such as medallions in the Miniatures Cabinets.
- Art Handling's work on the programme and in particular the *Hockney* exhibition
- Design/fabrication of frames for new acquisitions e.g. John Donne etc
- Appointment of Senior Collections Manager to improve care and conservation of collection

Key activities 2007/08 – 2009/10, milestones and resources	Risks to achieving (and mitigation)	Performance measures (including targets) and monitoring
<p>2007/08 Storage: improvement for miniatures and small sculptures</p> <p>Conservation: continuation on Collection and programme; improvements to Studio/equipment; commencement of <i>Making Tudor Art</i> project; continuation of Internship for Frame Conservation</p> <p>Art Handling: development of team and work on the programme; consider Internship programme</p> <p>Development of work of the proposed Collections Centre (see 6.3)</p> <p>Collections Management: Review of activities and processes. Survey and improve mounting & framing for framed works on paper. Continue to develop Multimimsy data.</p> <p>2008/09+ - Continuation and development of all activities - Secure funding for further Frame Conservation Internship programme - Development of work on the proposed Collections Centre (see 6.3)</p> <p>Resources: Core Funds: I&CF for a number of improvements to care of collection and efficiency Staffing: N/A IT: discuss integration of conservation databases into Multimimsy and other improvements Curatorial: display and conservation programme</p>	<p>Inadequate staff time to manage the needs of the programme in relation to Art Handling (good forward planning and realistic assessment of programme)</p> <p>Inadequate resources to manage the proposed Collections Centre planning (consider project manager)</p>	<p>Method of measurement: TBC</p> <p>Specific targets: Meeting Nationally recognised standard (KPI)TBC</p> <p>ST suggests: number of works condition checked, works treated, frames treated and made, display changes achieved, records created and updated.</p> <p>Complete upgrading of storage for miniatures and small sculptures.</p> <p>Efficiency target: 2% expenditure cut</p> <p>Monitored by: Biennial report to Management Team</p>

3.2 Chief Curator and Head of Learning and Access

Organising a consistent and better supported programme of innovative and changing **displays of the collection and related projects** drawing on Gallery collections and some external resources, and enhancing the permanent gallery displays

Objectives: 1 and 3 (links also to 1.1 and 3.4) Priority for additional core funding: N/A
Priority for fundraising: N/A

Progress during 2006/07 (including milestones achieved)

- Innovative displays including *Benjamin's Britain* (photographs chosen by Benjamin Zephaniah)
- 'Visiting portraits' including Francis Bacon's *Gilbert De Botton* and Jim Dine's *55 Portraits*
- First Floor Landing used for thought-provoking collection displays
- Enhanced press coverage for displays
- Modest extra support provided for displays
- Interpretation Editor appointed

Key Activities 2007/08- 2009/10, milestones and resources	Risks to achieving (and mitigation)	Performance measures (including targets) and monitoring
<p>2007/08</p> <ul style="list-style-type: none"> - Continue with programme of occasional 'visiting portraits' and interventions - Implement new display changes, e.g. by integrating Balcony Gallery screens with the walls opposite - Develop focus on audiences in selecting and interpreting displays - Trial new approaches to interpretation in selected displays - Flag displays more clearly to visitors - implement Landing improvements (subject to funding) <p>2008/09+</p> <ul style="list-style-type: none"> - Further develop displays <p>Resources: Additional Core Funds: N/A Additional Staffing: N/A Other: work with Interpretation Editor on new approaches to interpretation; work with Design Office on flagging displays to visitors</p>	<p>Insufficient staff time (ensure good staff resource planning)</p> <p>Potential clash in promotion of photographic and other displays (prioritise which displays to promote)</p>	<p>Method of measurement: MHM quarterly quantitative surveys</p> <p>Specific targets: DCMS Funding Agreement core targets on visitor numbers and priority audiences (KPIs)</p> <p>Positive public (satisfaction ratings – at least 90% would recommend Gallery to a friend) (KPI) and media reception (qualitative)</p> <p>Monitored by: MHM quarterly reports to Management Team; Biennial report to Management Team, including qualitative material</p>

<p>3.3 Head of Learning & Access, Chief Curator, Head of Resources and Communications & Development Director</p> <p>Implementing an interpretation strategy and procedures in order to widen access to the collection, collection information, exhibitions and displays.</p> <p>Objectives: 3 (Links to 3.2, 3.4 and 3.5) Priority for additional core funding: N/A Priority for fundraising: High for an interpretation 'package'</p>		
<p>Progress during 2006/07 (including milestones achieved)</p> <ul style="list-style-type: none"> Established and appointed new post of Interpretation Editor Sound-guide for <i>David Hockney</i> exhibition Audience research with City University Picture Descriptions, Braille and Large Text labels completed Programme to upgrade Gallery labels commenced 		
<p>Key activities 2007/08 – 2009/10, milestones and resources</p>	<p>Risks to achieving (and mitigation)</p>	<p>Performance measures (including targets) and monitoring</p>
<p>2007/08</p> <ul style="list-style-type: none"> - Update Gallery Style guidelines - Upgrade Gallery captions and labels (ongoing) - Renew and upgrade the collections sound-guide - Extend the range of interpretation around exhibitions – web, sound-guides, hand-lists (subject to funding) - Write 3 year Interpretation strategy and philosophy - Write strategy for the IT Gallery - Continue programme of research and evaluation - Abolition of the Slave Trade trail and website - Extend provision of Interpretation for Families in the main Galleries and <i>BP Portrait Award</i> <p>2008/09</p> <ul style="list-style-type: none"> - Introduce multi-media inter-actives (one per annum) in exhibitions - Increase the provision of interpretation online - Extend the range of interpretation in the Collection galleries - Trial new interpretation in the Studio Gallery - Continue programme of research and evaluation <p>2009/10</p> <ul style="list-style-type: none"> - Continue to develop Collections and Exhibitions interpretation, multi-media and online interpretation - Continue programme of research and evaluation <p>Resources: Additional Core Funds: N/A Additional Staffing: N/A IT: Website; multimedia interactive</p>	<p>Insufficient staff time to progress new procedures and strategy (prioritise and build in long lead-in time)</p> <p>Insufficient staff time to implement new proposals e.g. design and IT (investigate outsourcing some work)</p> <p>Competing demands for gallery spaces (plan alongside the displays schedule and integrate within existing displays)</p> <p>Insufficient funding to deliver innovative interpretation and upgrade of the IT Gallery (seek external funding where appropriate and reduce ambitions)</p>	<p>Method of measurement: MHM audience research into how exhibitions and displays communicate with visitors; also Visitor Comment forms to be assessed</p> <p>Take-up of and reaction to re-organised Sound Guide</p> <p>Specific targets:</p> <p>At least 80% of visitors find interpretation useful (KPI)</p> <p>Increased take-up of Sound-guide</p> <p>Monitored by: MHM quarterly reports to Management Team; Quarterly management report KPIs to Management Team; Bi-annual update to Management Team, including qualitative material</p>

3.4 Chief Curator, Head of Learning & Access and Head of Resources		
Increase access to the collections at the Gallery and on the web site by providing more digital information in the form of images and catalogue information		
Objectives: 1 and 3 Priority for additional funding: High Priority for fundraising: DCMS capital bid		
Progress during 2006/07 (including milestones achieved) <ul style="list-style-type: none"> • Conversion of photograph card catalogue begun • 95,000 portraits online, more than 50,000 with images • The collection remains the most popular part of the Gallery website 		
Key activities 2007/08-2009/10, milestones and resources	Risks to achieving (and mitigation)	Performance measures (including targets) and monitoring
<p>2007/08</p> <ul style="list-style-type: none"> - Continue digitisation programme - Complete conversion of photographic card catalogue - Add biographical and portrait information - Ongoing programme to upgrade delivery of digital collections information, including larger website images - Formulate plans to develop IT Gallery etc to increase access to collections at Gallery <p>2008/09</p> <ul style="list-style-type: none"> - Identify priorities for the next phase of digitisation - Complete adding biographical and portrait information - Implement plans to develop IT Gallery etc to increase access to collections - Link Victorian catalogue, e-learning and other resources to Search the Collection facility on website to increase depth of understanding <p>2009/10</p> <ul style="list-style-type: none"> - Implement next phase of digitisation programme, subject to funding <p>Resources: Additional Core Funds: I&CF funding to 2008/09 (Priority C for 2009/10) Additional Staffing: Digital Programme Manager IT: work in linking resources to Search the Collection facility Other: staff time in exploring plans to develop IT Gallery</p>	<p>Loss of skills on departure of existing trained staff at end of present contracts (seek continuity of funding wherever possible)</p> <p>Partners fail to undertake digital photography and other appropriate suppliers not cost-effective (plan for alternate suppliers if needed)</p>	<p>Method of measurement: Monthly update by Collections Database Manager of number of portraits catalogued; statistical data on website usage (Analog)</p> <p>Specific targets: 50% or 160,000 portraits catalogued by 2009 (KPI)</p> <p>Collection remains most popular part of the website (KPI)</p> <p>Monitored by: Quarterly management report KPIs to Management Team; Biennial update to Management Team</p>

<p>3.5 Head of Learning & Access, Chief Curator and Head of Resources</p> <p>Increase understanding of the collection through e-learning programmes and public services on the web</p> <p>Objectives: 1 and 3 (links also to 1.7, 3.3 and 3.4) Priority for additional core funding: High Priority for fundraising: DCMS capital bid</p>		
<p>Progress during 2006/07 (including milestones achieved)</p> <ul style="list-style-type: none"> • First year of Learning Online project • Portrait Explorer installed at Montacute • Explore Elizabeth SEN online resource • Establishment of Website review group • Formation of IT users group to advise on priorities • Abolition of Slavery section of the website 		
<p>Key Activities 2007/08-2009/10, milestones and resources</p>	<p>Risks to achieving (and mitigation)</p>	<p>Performance measures (including targets) and monitoring</p>
<p>2007/08</p> <ul style="list-style-type: none"> - Implement second year of Learning Online project – 8 webquests, 2 creative journeys - Make all Teachers' Notes available online - Develop Subject Specialist Network online resource (subject to funding) - Make larger-scale images available online - Explore the development of user-generated content - Repurpose inter-active material on Portrait Explorer for the website - Identify and agree Gallery priorities for the website and e-learning - Explore options for a digital partnership with a sponsor <p>2008/09+</p> <ul style="list-style-type: none"> - Implement third year of Learning Online project – 10 webquests, 3 creative journeys - Develop strategy for e-learning and website based on agreed priorities - Continue to develop Teachers' resources online - Continue to develop additional material for Portrait Explorer - Continue to repurpose content from Portrait Explorer for the website <p>Resources: Additional Core Funds: I&CF earmarked for 2008/09 Additional Staffing: Digital Programmes Manager IT: Website</p>	<p>Inadequate provision of staff resources both in IT and other departments (match work plan against resources; regular liaison between Learning & Access, Curatorial and IT departments)</p> <p>Inability to secure new funding for these initiatives (seek new sources or reduce activity)</p> <p>Inadequate provision of resources and skills outside of IT to deliver and develop e-learning (provide training, devise templates etc)</p>	<p>Method of measurement: Statistical data on website usage (Analog)</p> <p>Qualitative evaluations through visitor research and surveys (University of Edinburgh to evaluate Learning Online)</p> <p>Specific targets:</p> <p>DCMS Funding Agreement core target for website user sessions (KPI)</p> <p>20% increase per year of use of e-learning resources (KPI)</p> <p>Monitored by: Quarterly management report KPIs to Management Team; Bi-annual report to Management Team, including qualitative material</p>

<p>3.6 Curator, 19th century portraits and Chief Curator</p> <p>Enabling an extended research programme connected both to the collection and to interpretation of portraiture and its history in order to widen access and understanding; supporting research through maintaining resources for the study of British Portraiture in the Heinz Archive and Library; and by fostering and communicating the expertise of its curators and other staff</p> <p>Objectives: 1, 2, 3 and 5 Priority for additional core funding: High Priority for fundraising: DCMS capital bid</p>		
<p>Progress during 2006/07 (including milestones achieved)</p> <ul style="list-style-type: none"> Continued progress on Later Victorian and Stuart catalogues First two Leverhulme fellows appointed First sabbaticals for individual Getty-funded projects Further work on academic partners and fact-finding work with the Arts and Humanities Research Council (AHRC) AHRC workshops bid for <i>Making Art in Tudor Britain</i> project submitted Five year review and planning paper approved by Trustees 		
<p>Key activities 2007/08 – 2009/10, milestones and resources</p>	<p>Risks to achieving (and mitigation)</p>	<p>Performance measures (including targets) and monitoring</p>
<p>2007/08</p> <ul style="list-style-type: none"> Continue work on Later Victorian catalogue art and architecture subjects. Editing and web publication of first tranche of Later Victorian catalogue Establish Research Advisory Committee/peer review group Identify academic partnerships - Continue Leverhulme programme Explore taking a broader survey of the nation's portraits, following exploration of options for the Portrait Portal (see 1.6) Begin <i>Making Art in Tudor Britain</i> project and seek further funding Preparation of small or medium sized bids to AHRC Take forward later Stuarts research work, individual Getty supported projects and exhibition-related research Appoint additional Assistant Curator to assist research (subject to funding) Introduce staff research seminars and research register <p>2008/09+</p> <ul style="list-style-type: none"> Continue Later Victorian catalogue and other research programmes. Take Portrait Portal forward as funding is identified Continue <i>Making Art in Tudor Britain</i> project, subject to funding Develop academic partners and projects Re-apply to Getty Re-apply to Leverhulme (not necessarily fellowship programme) <p>Resources:</p> <p>Additional Core Funds: I&CF allocations for catalogues, peer reviews etc and one-off for research in 2008/09 plus priority B & C bids</p> <p>Additional Staffing: assistant curator 2 years I&CF priority B</p> <p>IT: for online catalogues</p>	<p>Lack of sufficient funding (seek new sources or adjust activity levels)</p> <p>Lack of interest among potential partners and lack of staff time (create clear project plans and monitor)</p> <p>Technical problems; overload in IT team (close liaison with view to pilot project)</p> <p>Insufficient resources for core research after Getty project funding ends October 2007 (seek new sources of funding or adjust activity levels/one-off core funding allocated)</p>	<p>Method of measurement: Assessment against AHRC standards for research</p> <p>Specific targets: Maintaining AHRC analogue status (KPI)</p> <p>Monitored by: Annual Report to Management Team</p>

3.7 Head of Trading

Implementing a renewed **publishing policy**, balancing educational, popular and more academic titles, within an agreed level of subsidy

Objectives: 3 and 4

Priority for additional core funding: High

Priority for fundraising: N/A

Progress during 2006/07 (including milestones achieved)

- Achieved significant surplus in 2006/07 (against target of modest subsidy across 5 years) with forceful sales strategy, rigorous control of quantities and placing print of two major catalogues in Far East
- Off-set unfavourable book trade conditions with successful direct sales to more than 8 national and international venues
- Achieved volume sales of three separate co-editions: *Angus McBean Portraits* and *Face of Fashion* (US) and *David Hockney Portraits* (Australia)
- Achieved serialisation of text for *BP 2006*, *Angus McBean Portraits* and *David Hockney Portraits*
- Delivered two major projects on a Far East print schedule to measurably improve profitability
- Evaluation of *Searching for Shakespeare* with qualitative and quantitative measures of success.
- Holistic approach to exhibition sponsorship resulted in successful negotiation of image costs for *Daily Encounters* (2007) catalogue.
- Developed concept of non exhibition book for Harper Collins Big Cat educational series

Key activities 2006/07 – 2008/09, milestones and resources	Risks to achieving (and mitigation)	Performance measures (including targets) and monitoring
<p>2007/08</p> <ul style="list-style-type: none"> - Pursue co-editions and specialist sales to increase print runs (with Exhibitions to ensure content is marketable and that tour venues buy additional copies) - Pursue syndication of texts and cost effective marketing (with support from Communications) - Agree templates for size and cost of books and exert rigorous control of print-runs related to target audience and projections to minimise risk - Develop non-exhibition books with co-publishers and Editorial Board - Evaluate publishing output in terms of the contribution to the wider work and reputation of the Gallery, as well as anticipated profits - Persist with “whole package” approach to exhibition fund-raising to include books where appropriate - Maximise opportunities with <i>Vanity Fair</i> exhibition - Research and present proposal to produce new paper product ranges <p>2008/09+</p> <ul style="list-style-type: none"> - Produce new format visitor guide - Later Stuarts catalogue - Produce profitable non-exhibition books and/or paper product - Maximise revenue from <i>Battle of the Bands</i> <p>Resources: Additional Core Funds: I&CF for catalogues Additional Staffing: Assistant Editor post, subject to business case IT: Aries upgrade Collection Services: collaboration on exhibition touring venues, picture research</p>	<p>Commercial risks and high costs, against possibly limited demand (ensure good balance in overall publishing programme)</p> <p>Lack of commercial tour venues for exhibitions to sell exhibition catalogues and product</p> <p>Losing balance between academic titles and more profitable books and risk of not obtaining extra support (hold publications back or reduce programme)</p> <p>Unfavourable book trade conditions, including foreign editions (focus on specialist sales, invest in marketing and employ rights specialists)</p>	<p>Measurement: Income/profit v targets; exhibitions sales reports - number of catalogues as % of exhibition visitors</p> <p>Specific targets: To need no more than a modest subsidy for 2007-10. Target to break even over five years (over two years after internal subsidies/sponsorship) (financial KPI)</p> <p>Pick-up rates at the Gallery (KPI)</p> <p>Positive reviews (KPI)</p> <p>Improve sales through book trade</p> <p>Efficiency target: Productivity and financial savings on colour proofing process</p> <p>Monitored by: Monthly management reports and quarterly KPI reports to Management Team; Annual report to Management Team</p>

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

<p>4.1 Head of Finance and Planning, Director and Budget-Holders</p> <p>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</p> <p>Objectives: 1 to 6 Priority for additional core funding: High Priority for fundraising: N/A</p>		
<p>Progress during 2006/07 (including milestones achieved)</p> <ul style="list-style-type: none"> • Achievement of DCMS Funding Agreement key targets for 2006/07 [TBC], including EDP cash and non-cash targets • Submission of significantly increased capital bids and other information required for Comprehensive Spending Review 2007 (CSR07) • Introduction of quarterly key performance indicators (KPIs) in management reports and involvement in DCMS Performance Indicator (PI) project; positive internal audit report on performance measurement framework • Prompting a joint DCMS/sector submission to HM Treasury to relieve the restrictions arising from End of Year Flexibility rules on carrying forward reserves 		
Key activities 2007/08 – 2009/10, milestones and resources	Risks to achieving (and mitigation)	Performance measures (including targets) and monitoring
<p>2007/08</p> <ul style="list-style-type: none"> - Development of business case for significantly increased revenue funding for 2008-11 under CSR07 - Continue to develop the Gallery's performance measurement framework, incorporating any new PIs from the DCMS project - Ongoing implementation and review of the EDP <p>2008/09+</p> <ul style="list-style-type: none"> - Ongoing implementation and review of the EDP - Develop longer term plans for needs of the Gallery to inform future Spending Review lobbying <p>Resources: Additional Core Funds: N/A Additional Staffing: I&CF-funded fixed term post Other: business case will need support from members of Management Team</p>	<p>Real terms cuts from CSR07 (contingency plans to cut activities)</p> <p>Expectation gap following recent achievements (manage DCMS expectations)</p> <p>Lack of Trustee and management understanding and buy-in (briefings, regular monitoring and review)</p>	<p>Method of measurement: Funding Agreement reports - collection of quantitative statistics including monthly visitor numbers, MHM quarterly surveys and Learning & Access Artifax data</p> <p>Specific targets: DCMS Funding Agreement core targets (KPIs)</p> <p>Above sector average Grant-in-Aid settlement</p> <p>Efficiency targets: DCMS Funding Agreement core efficiency targets, including non-cash efficiency/ productivity gains and cost savings from improved procurement as per EDP</p> <p>Monitored by: 6-monthly reports to DCMS; quarterly management report KPIs to Management Team</p>

<p>4.2 Communications and Development Director, Director, Chief Curator and Head of Finance and Planning</p> <p>Creating a Portrait Fund dedicated to the development of the National Portrait Gallery's collections – for acquisitions, and for associated research, conservation, display and interpretation</p> <p>Objectives: 4 Priority for additional funding: N/A Priority for fundraising: High</p>		
<p>Progress during 2006/07 (including milestones achieved)</p> <ul style="list-style-type: none"> • Finalisation of Trust Deed and appointment of founding Trustees • Launch of Patrons of the Portrait Fund • Substantial major donation • First two Patrons of Portrait Fund • Public Announcement made • Comprehensive Investment Policy document • Targeted approaches to other possible Trustees of Fund • Gift Aid scheme on <i>Hockney</i> exhibition entrance charges 		
Key activities 2007/08 – 2009/10, milestones and resources	Risks to achieving (and mitigation)	Performance measures (including targets) and monitoring
<p>2007/08</p> <ul style="list-style-type: none"> - Identify other Trustees for the Portrait Fund - Appointment of investment managers and devising of accounting systems for the management of the Portrait Fund - Fundraising Strategy up-dated, following on from Gala and 150th Anniversary - Promotion of legacies - Show where Portrait Fund has made a difference <p>2008/09+</p> <ul style="list-style-type: none"> - Continuation of research and identification of potential donors - Revision of target expectations - Maximising legacy support <p>Resources: Additional Core Funds: N/A Additional Staffing: N/A Other: Development Department must be made aware of appropriate contacts made by colleagues</p>	<p>Supporters not interested in supporting Portrait Fund and insufficient number of potential donors (determine strategy to seek additional supporters, and set realistic goals)</p> <p>Distracts from revenue fundraising/competing priorities (ensure clarity of continuing role of Development Board)</p> <p>High entry level to be a Patron of the Portrait Fund (make realistic approaches, maintain importance of donation making a significant difference)</p>	<p>Method of measurement: Financial reports for Fund Trustees</p> <p>Specific targets: To reach initial £6m target for the Portrait Fund by 2011</p> <p>Monitored by: Quarterly reports to Fund trustees Annual Fundraising update to Management Team</p>

4.5 Communications and Development Director		
Sustaining and developing individual giving support including Major Donors, Patrons and Associates , introducing higher-level contributions, 'Collection' support and increased American Friends support, while linking Patrons research, and donor profiles, to a legacy programme and the Portrait Fund		
Objectives: 4		Priority for additional core funding: N/A Priority for fundraising: High
Progress during 2006/07 (including milestones achieved)		
<ul style="list-style-type: none"> • Target of 100 Patrons reached • Clearer direction for individual giving strategy • Successful Associates cultivation • Plans for 'Collection Circle' discussed 		
Key activities 2007/08 – 2009/10, milestones and resources	Risks to achieving (and mitigation)	Performance measures (including targets) and monitoring
<p>2007/08</p> <ul style="list-style-type: none"> - Individual giving strategy developed further and major donations sought - Successful research and identification of prospects - 'Collection Circle' explored further and implemented if appropriate - Opportunities maximised to promote individual giving through the American Friends of the National Portrait Gallery - particularly with <i>Great Britons</i> at National Portrait Gallery Washington - First dinner outside of Gallery hosted by Patron <p>2008/09</p> <ul style="list-style-type: none"> - Targets reached for Major Donors, Patrons and Associates - Imaginative ideas, increased areas for potential support - Successful cultivation - Increased level of income <p>2009/10</p> <ul style="list-style-type: none"> - As above and new level/s introduced if appropriate <p>Resources: Additional Core Funds: N/A Additional Staffing: N/A Other: Support from many colleagues, particularly curatorial</p>	<p>Patrons not sufficiently engaged with Gallery and so do not renew (ensure personal contact is maintained)</p> <p>Current Patrons might drop down to Associate level (ensure that benefits remain attractive at each level)</p> <p>Competition from other arts institutions (reiterate unique nature of Gallery, maintain close contact with current donors)</p> <p>Lack of engagement following the 150th Anniversary (promote range of forthcoming exhibitions and activities programme)</p> <p>Associates leave after initial support (ensure personal contact and correct amount of engagement through events to sustain interest but not overuse time and resources in relation to income)</p> <p>Approaching the same individuals for too many different options (wider pool of support, careful targeting)</p>	<p>Method of measurement: Financial analysis; numbers and retention rates from Raisers Edge</p> <p>Specific targets: Income (financial KPI), numbers and retention-rates for Patrons and Associates, and higher-level donors (KPIs)</p> <p>Efficiency target: Savings on print and design</p> <p>Monitored by: Monthly management reports and quarterly management report KPIs to Management Team; Annual Fundraising update to Management Team</p>

4.6 Communications and Development Director		
<p>Maximising opportunities for sustainable corporate income particularly through long-term partnerships, corporate membership and programme sponsorship. To maximise opportunities for support from Trusts and Foundations and also the philanthropic budgets within corporates</p>		
<p>Objectives: 4 Priority for additional core funding: High Priority for fundraising: N/A</p>		
<p>Progress during 2006/07(including milestones achieved)</p> <ul style="list-style-type: none"> • BP sponsorship extended a further five years • Corporate Membership has been particularly successful • Taylor Wessing and Gap to sponsor <i>Face of Fashion</i> (continued partnership and new partnership) • Herbert Smith continued support • Consultation sessions to prioritise fundraising needs 		
Key activities 2007/08 – 2009/10, milestones and resources	Risks to achieving (and mitigation)	Performance measures (including targets) and monitoring
<p>2007/08</p> <ul style="list-style-type: none"> - Sponsor sought for Photographic Portrait Prize - 3rd major Corporate partner sought for one of: <ul style="list-style-type: none"> • Late night programme • Families and work with young people - Sustained corporate membership - Maximise opportunities for corporate hire and events - Continue to identify trusts and foundations with potential for supporting the Gallery's work, and to maintain and nurture existing relationships - Identify and approach companies which have philanthropic foundations <p>2008/09</p> <ul style="list-style-type: none"> - Sustaining long-term partnerships - Developing new partnerships - Digital work, website and IT Gallery <p>2009/10</p> <p>Dependent on achievements above</p> <p>Resources: Additional Core Funds: N/A Additional Staffing: Corporate Development Manager 3-year post</p>	<p>Difficult corporate climate (continue to 'cultivate' new sponsors)</p> <p>Change of Gallery personnel (More than one person in department to have links with sponsors; use links with colleagues in other departments)</p> <p>'Attractiveness' of exhibitions programme directly relates to levels of possible funding (balance of exhibition programme)</p> <p>Competitive marketplace, criteria for support becomes more and more defined and individualised (rigorous applications, which follow what trusts and foundations have identified as priorities. Ability to be flexible and open to new ideas)</p>	<p>Method of measurement: Financial analysis; comparison of corporate members to previous year</p> <p>Specific targets:</p> <ul style="list-style-type: none"> • Income targets (financial KPI) • Two new long-term corporate partners by 2008/09 • Retention rates for Corporate Members scheme (KPI) <p>Efficiency targets: Savings on print</p> <p>Monitored by: Monthly management reports and quarterly management report KPIs to Management Team; Annual Fundraising update to Management team, including benchmark comparisons of corporate and trust and foundation support against comparable museums and galleries</p>

<p>4.8 Head of Finance and Planning, Head of Resources and Budget-Holders</p> <p>Ensuring that the Gallery maintains the highest standards of financial management and a programme to achieve sustainable efficiencies in time and cost.</p> <p>Objectives: 4, 5 and 6 Priority for additional core funding: High for efficiencies Priority for fundraising: N/A</p>		
<p>Progress during 2006/07 (including milestones achieved)</p> <ul style="list-style-type: none"> • Gallery's interpretation of the new accounting standard for charity annual report and accounts used as model for sector by National Audit Office (NAO) • Implementation of recommendations from NAO study on procurement in the DCMS sector, including representing smaller museums on the DCMS Procurement Council and introduction of the Government Procurement Card • Introduction of automated procedures in Finance to improve speed of processing and absorb increasing volume of transactions e.g. electronic remittance advices for payments to suppliers • Only 1 recommendation from the annual internal audit report on financial controls • Efficiencies achieved include installation of boilers, water-saving measures and on-line submissions for entry to exhibitions 		
<p>Key activities 2007/08 – 2009/10, milestones and resources</p>	<p>Risks to achieving (and mitigation)</p>	<p>Performance measures (including targets) and monitoring</p>
<p>2007/08</p> <ul style="list-style-type: none"> - Introducing new financial models to improve decision-making, including a costing methodology - Training programme for financial management - Updating the Financial and Purchasing Procedures - Implementing the highest priority recommendations from the NAO procurement study, including defining the Gallery's procurement strategy and increasing procurement expertise at the Gallery - Introducing electronic commitment accounting (subject to I&CF funding) - Ensuring the Gallery is achieving maximum Value For Money for its major contracts through benchmarking and consortium buying - Key efficiency targets – see individual activities <p>2008/09+</p> <ul style="list-style-type: none"> - Completing the update to the Financial and Purchasing Procedures - Completing the implementation of the NAO procurement recommendations - Updating the programme of efficiencies <p>Resources: Core Funds: Purchase Order system I&CF priority B Staffing: I&CF funded fixed term post IT: support for implementation of the electronic commitment accounting system</p>	<p>Economic climate and competition (sustainable sources, prudent budgeting and management, programme balance and promotion, product development, relationship management)</p> <p>Prices increasing above inflation e.g. energy costs (monitor and renegotiate where possible)</p> <p>Budget-holders not taking ownership of efficiency targets (reports to Head of Resources)</p> <p>Disruption from Finance staff turnover (team-building, induction and up-to-date desk instructions for new starters; use of short-term support as required)</p>	<p>Method of measurement: Monthly management reports; Finance performance standards; Annual NAO management letter/internal audit report on financial controls</p> <p>Specific targets: Achievement of at least a balanced financial outturn and efficiency targets (financial KPIs)</p> <p>Annual Report and Accounts to Parliament before the summer recess; management reports to second Management Team meeting of the month</p> <p>Efficiency target: 2% cut in most expenditure budgets</p> <p>Monitored by: Monthly management reports to Management Team (excluding April, May and July); Annual appraisals for Finance team; Annual NAO management letter/internal audit report on financial controls reviewed by Planning Team/ Audit & Compliance Committee</p>

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

5.1 Head of Resources Ensure that the Gallery is able to attract and retain a suitably skilled, motivated and diverse workforce to ensure the achievement of its objectives. Objectives: 1 to 6 Priority for additional core funding: staffing High Priority for fundraising: N/A		
Progress during 2006/07 (including milestones achieved) <ul style="list-style-type: none"> • Reviewed pay structure to ensure continued compliance with Equal Pay legislation. • Introduced guidance on flexible working • Review of reward system to improve transparency, positioning in the job market and pay progression • Draft proposals on long hours working and performance management 		
Key activities 2007/08 – 2009/10, milestones and resources	Risks to achieving (and mitigation)	Performance measures (including targets) and monitoring
2007/08 <ul style="list-style-type: none"> • Introduction of revised performance management system linking more closely to business planning cycle • More efficient use of web site for recruitment • Update employee handbook • Equality action plan to be updated in response to recent and new Equality legislation (Disability, Age, Gender) • Equality training evaluated and revised programme produced. New equality training programme for managers to be introduced. • Review of recruitment advertising and recruitment selection process to improve Black and Minority Ethnic (BME) representation. • Agreed goals for BME staffing in general and specialist areas 2008/9+ <ul style="list-style-type: none"> • Introduction of Human Resources (HR) information management system (IMS) • Review of planning processes to widen staff involvement • Review of absence management and use of OH services • Evaluation of work experience and work placement programmes. Resources: Additional Core Funds: HR IMS and staff survey I&CF priority B & C Additional Staffing: 0.5 Personnel (Recruitment) Assistant IT: support for HR information system project	Inadequate HR staff resources to develop HR services due to pressure of recruitment tasks (review adequacy of 0.5 staff addition agreed for 2007) Lack of staff buy-in to performance management system (training plus employee focus group consultation) Lack of management support (management training). Ineffective recruitment campaigns to deliver more diverse short-lists of candidates (re-examine marketing and advocacy strategy)	Method of measurement: Biennial staff survey; Personnel recruitment, turnover and sickness statistics Specific targets: Staff turnover levels across the organisation no higher than national average in museums and galleries sector (KPI) Staff sickness does not exceed 6 days per year (excluding long-term sickness) (KPI) Increased applicants and appointments from disabled, black and ethnic minority people (3% increase by 2008/09) (KPI) Increase staff confidence/satisfaction by 5% (KPI) 10% increase in number of applicants using the job section of the web site by 2008/09 Monitored by: Staff survey follow-up bi-annual updates to Management Team; Annual report on Resources to Management Team.

5.2 Head of Resources Broadening and extending the training and learning programmes for staff in order to improve the effectiveness of the organisation. Objectives: 1 to 6 Priority for additional core funding: N/A Priority for fundraising: N/A		
Progress during 2006/07 (including milestones achieved) <ul style="list-style-type: none"> • Accredited management development programme and IT skills training plan implemented • Increased participation in leadership and qualification programmes • Data Protection training provided to key staff • Increased training resource in specialist fields (Finance, IT, HR) • Development of Monday morning communication programme 		
Key activities 2007/08 – 2009/10, milestones and resources	Risks to achieving (and mitigation)	Performance measures (including targets) and monitoring
2007/08 <ul style="list-style-type: none"> • Review of management development programme • Project management and staff management training • Review customer service standards and training • Introduction of action learning sets • Mentoring and coaching skills for managers 2008/09+ <ul style="list-style-type: none"> • Implementation of an effective training evaluation system. • Completion of personal training plans & records & integration with HR information system • Review of induction and qualifications programme. • Review of the wider role of the Gallery as a learning resource Resources: Additional Core Funds: N/A Additional Staffing: N/A IT: HR IMS	Inadequate staffing and budget resources (ensure that activities fit the budget available) Lack of sufficient management buy-in (check back with Management Team for evaluation and priorities) Failure to identify key training needs (test with staff and check against performance assessment information)	Method of measurement: Training statistics Specific targets: 80% high and medium priority training needs met Staff satisfaction rating for training courses and workshops above 80% Monitored by: Biennial report to Management Team

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

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

Improving the management and operation of the Gallery through timely investment in **information systems**, supported by the IT hardware and software required to maintain a reliable, secure and efficient infrastructure, and through effective internal IT support and training.

Objectives: 4 and 6

Priority for additional core funding: High

Priority for fundraising: N/A for infrastructure

Progress during 2006/07 (including milestones achieved)

- Completion of picture library sales & management information system
- Wireless training & meetings facilities
- Extension of network capacity

Key activities 2007/08 – 2009/10, milestones and resources	Risks to achieving (and mitigation)	Performance measures (including targets) and monitoring
<p>Planned programme of infrastructure renewal and development to maintain and improve efficiency. Continuation of bITe-size training programme.</p> <p>2007/08</p> <ul style="list-style-type: none"> - PC, monitor and server replacement (5 years cycle) - MS Office up-grade to MS 2007 - Wake-up software to allow computers to be updated overnight - Remote working software - PS Financials and Aries development <p>2008/9</p> <ul style="list-style-type: none"> - PC and server replacement programme - Network cabling upgrade - Exhibitions & Education hardware - Photographic Portrait Prize applications on-line (subject to funding) - HR information management & payroll software (subject to funding) - Automated dataflow between packages - Other software developments including: Raisers' Edge, on-line competitions <p>Future Years (subject to funding)</p> <ul style="list-style-type: none"> - Hardware renewal programme - Software developments including: exhibitions ticketing, education bookings, Portrait Printer, mobile shop & copy proofing - Order processing software <p>Resources</p> <p>Additional core funds: I&CF for a number of developments (and Priority B)</p> <p>Additional staffing: additional IT assistant (2 years I&CF high Priority B)</p> <p>Other: HR and Finance in their projects.</p>	<p>Inappropriate selection of hardware/software (industry standard based specification, site references etc)</p> <p>Cost and time overruns (implementation of strict project management procedures)</p>	<p>Method of measurement: Examples of efficiencies to be provided in the annual report on Resources, with measurement where practical.</p> <p>Specific targets:</p> <ul style="list-style-type: none"> • Increased system capacity & functionality • Staff time savings • Improved management information • Cost savings <p>Monitored by: Annual report on Resources to Management Team, including examples of time and cost savings achieved</p>

6.2 Head of Resources Maintaining and developing the Gallery's buildings to ensure they provide the right environment for the display and interpretation of the collection, a modern service to public and staff and improve sustainability.		
Objectives: 1 and 6 Priority for additional core funding: High Priority for fundraising: DCMS capital bid		
Progress during 2006/07 (including milestones achieved) <ul style="list-style-type: none"> • Stage 2 exterior lighting completed • Renewal of boilers completed • Picture lift & Orange Street lift refurbishment completed • Security system up-grade completed 		
Key activities 2007/08 – 2009/10, milestones and resources	Risks to achieving (and mitigation)	Performance measures (including targets) and monitoring
Planned programme of plant renewal and fabric refurbishment aimed at improving energy efficiency (as the main element of our sustainability plan), ensuring reliability of supply and improving display environment. <p>2007/8</p> <ul style="list-style-type: none"> - Chiller renewal Stage 1 to ensure sufficient plant capacity/flexibility in the event of chiller failure. - Options study/display & interpretation brief for future improvements including: <ul style="list-style-type: none"> Victorian collection display cases; Tudor miniatures Portrait Explorer gallery Information desk Temporary interpretive features & displays - First floor Landing (subject to funding) <p>2008/9</p> <ul style="list-style-type: none"> - Chiller renewal Stage 2 - Fan coil replacement Stage 1 to up-grade obsolete/inefficient secondary plant - HV conversion achieves saving on energy unit costs - Orange Street exterior to deal with deteriorating building fabric <p>2008/9 or later</p> <ul style="list-style-type: none"> - Main Stairs mezzanine (subject to funding) - Display improvements (subject to funding) - Fan coil replacement Stage 2 - Telephone system replacement <p>Other high priority projects (subject to funding):</p> <ul style="list-style-type: none"> • Steam Humidifier replacement • Fire suppression system extension • External structure repairs to light wells <p>Resources: Additional Core Funds: most urgent projects underwritten by I&CF; Main Stairs Mezzanine (I&CF Priority B) Additional Staffing: N/A IT: Telephone project likely to switch to IT</p>	Insufficient funds to meet timetable (progress according to funds available) <p>Budgets based on inadequate designs (further work on plant renewal programme in 2007/08)</p> <p>Ineffective solution to Gallery needs (co-ordination of display and interpretation strategies in single well defined brief)</p>	<p>Method of measurement: Monitoring of conditions, energy consumption and unit costs</p> <p>Specific targets (including efficiencies): Cooling capacity on stream before Summer 2008</p> <p>Maintenance of Gallery conditions (21°C 50%RH +/- 5%) (KPI)</p> <p>Automated out-of-hours shutdown saving (c20KW per unit per day)</p> <p>Saving on unit cost of energy (currently approximately 15%)</p> <p>Monitored by: Annual report on resources to Management Team</p>

6.3 Head of Resources and Head of Exhibitions and Collections Management		
Creating and implementing a collection storage and management plan for both the medium and longer term		
Objectives: 4 and 6		Priority for additional core funding: N/A Priority for fundraising: N/A
Progress during 2006/07 (including milestones achieved) <ul style="list-style-type: none"> • Full team appointed by Tate (project manager, architects, quantity surveyor, business case consultants) • Options Appraisal put to Trustees • Continued discussion of operational implications of shared facility being considered • Develop Brief and space budget, initial concept design and cost plan • Heads of Terms agreement and full Business Case presented to Trustees March 2007 • OGC Gateway 1 achieved by project • Outline design (RIBA stage C) 		
Key activities 2007/08 – 2009/10, milestones and resources	Risks to achieving (and mitigation)	Performance measures (including targets) and monitoring
<p>2007/08</p> <ul style="list-style-type: none"> - Detailed design to be completed (RIBA stage D and E) - Options appraisal review against costings with presentation to Senior Management Team (SMT) and Trustees; HLF Stage 1 bid with 10% funding secured - Continue to discuss operational implications: Collections Management/Loans Management/Art Handling/IT (meetings) - Prepare and submit planning application - Negotiate short-term solutions to Gallery's storage needs, if required <p>2008/09</p> <ul style="list-style-type: none"> - HLF Stage 2 bid with 50% funding secured - Commit to construction (with 95% funding secured) - Continue discussions on operations implications/issues: IT infrastructure, relocation of staff, budgetary implications <p>2009/10</p> <ul style="list-style-type: none"> - Construction complete and 100% funding secured - Operational implications: IT support/infrastructure <p>Resources: Additional Core Funds: N/A Additional Staffing: N/A IT: increased commitment/involvement from 2008/09 onwards Curatorial</p>	<p>Tate costs are greater than expected and project not viable for NPG (review in April 2007)</p> <p>Inadequate staff time for planning (organise planning and time needed; consider project manager post)</p> <p>Tate cannot deliver Gallery's requirements (continued discussion and openness of approach)</p> <p>Tate does not secure required level of funding (detailed discussions with Tate)</p>	<p>Method of measurement: Review of progress at project meetings</p> <p>Specific targets: Consolidate activity of conservation into one place; improved conditions for conservation and storage; less movement of works</p> <p>Efficiency target: Savings on running costs</p> <p>Monitored by: Monitored by regular reports to Management Team (plus internal audit in 2007) and updates to Trustees as needed</p>

6.4 Head of Archive and Library, Head of Resources and Head of Exhibitions and Collections Management		
Modernising delivery of services for corporate records and collections information		
Objectives: 2, 3, 4, 5 and 6		
Priority for additional core funding: Medium Priority for fundraising: DCMS capital bid		
Progress during 2006/07 (including milestones achieved) <ul style="list-style-type: none"> • Data Protection training undertaken • Data Protection Policy and Records Management Policy approved by Trustees • 22 transfers (11.20 linear metres) of departmental records archived according to retention schedules • Paper on Electronic Records Management (ERM), including action plan for way forward, presented to Management Team • 16 requests for Information under the Freedom of Information Act answered 		
Key activities 2007/08 – 2009/10, milestones and resources	Risks to achieving (and mitigation)	Performance measures (including targets) and monitoring
<p>2007/08</p> <ul style="list-style-type: none"> - Improve management of the Gallery's electronic records and introduce best practice procedures. - Work with departments to introduce corporate fileplan and retention schedules for paper and electronic records. - Manage current and semi-current records (all formats). - Ensure compliance with relevant legislation. <p>2008/09</p> <ul style="list-style-type: none"> - Review and monitor progress of new look o:\ and n:\ drives. - Extend e-project folders to other areas of Gallery business. - Continue to manage current and semi-current records. - Continue to ensure compliance with relevant legislation. <p>2009/10</p> <ul style="list-style-type: none"> - Begin to investigate purchase of specific electronic document and records management software - Continue to manage current and semi-current records. - Continue to ensure compliance with relevant legislation <p>Resources: Additional Core Funds: ERM I&CF priority C Additional Staffing: N/A IT to support work on shared drives, Training Manager to support training, Exhibition Dept to trial new file structure on n:/ drive.</p>	<p>Inadequate provision of staff resources in IT and other departments (develop options for slower implementation)</p> <p>Failure to secure support/buy-in from all staff using PCs across the Gallery re ERM project (wide consultation with staff and, with support of IT and Training Manager, provide sufficient training and guidance)</p> <p>Failure to allocate enough time from Archive & Library staff or volunteers to help with processing routines (ensure careful planning of project)</p> <p>Insufficient funding and resources (allow options for slower implementation)</p>	<p>Method of measurement: Review of progress at ERM project meetings</p> <p>Specific targets: Compliance with Freedom of Information requirements (KPI)</p> <p>Meeting project timetable for implementation, including introduction of new file structures, training staff and launching new-look o:\ & n:\ drives and exhibition folders by Dec 07;</p> <p>2008/09 - develop cross-departmental e-project folders which support other areas of Gallery business</p> <p>2009/10 - compile business plan for implementation of EDRMS software</p> <p>Monitored by: Biennial report to Management Team and updates as required</p>

6.5 Head of Finance and Planning and Director

Ensuring that the Gallery upholds the highest standards of **governance** through the accountability and transparency of its management processes, decision-making and communications; this to include a system of internal controls, with a robust **risk management** framework, which, inter alia, ensures **compliance** with relevant legislation and regulations and minimises the risk of fraud.

Objectives: 1 to 6

Priority for additional core funding: N/A

Priority for fundraising: N/A

Progress during 2006/07

- Updating the Trustees Handbook, financial regulations and policies for risk management, data protection, records management, IT, security and communications
- Completion of 2-year internal governance review
- No high priority recommendations from the internal audit of corporate governance
- Improved programme planning processes for loan exhibitions (see 3.1)

Key activities 2007/08 – 2008/10, milestones and resources	Risks to achieving (and mitigation)	Performance measures (including targets) and monitoring
<p>Annually</p> <ul style="list-style-type: none"> - Review risk management policy <p>2007/08</p> <ul style="list-style-type: none"> - Renew 5-year Vision and Objectives statement for 2009-2014 - Review policies for Intellectual Property Rights, Exhibitions & Display, Collections & Acquisitions, Development & Communications, Learning & Access and Health & Safety - Implement Trustees' review of effective governance - One-off review of Gallery contractual arrangements - Ongoing monitoring of effectiveness <p>2008/09</p> <ul style="list-style-type: none"> - Review Employee Handbook (including policies for Employment & Equality) and policy for Resources - Ongoing monitoring of effectiveness <p>2009/10</p> <ul style="list-style-type: none"> - Review policies for Anti-Fraud, Research, National Programme - Ongoing monitoring of effectiveness <p>Resources: Additional Core Funds: N/A Additional Staffing: N/A Other: Management Team and Budget Managers for reviewing contracts; Records Manager in updating central records for policies etc</p>	<p>Delay due to conflicting priorities for Management Team (programmed Management Team meeting items to meet deadlines for Audit & Compliance Committee meetings)</p> <p>Unintended creation of more bureaucracy rather than less (focus on key activities)</p> <p>Inadequate in-house legal expertise (obtain external assistance, pro bono where possible)</p>	<p>Method of measurement: Trustees self-assessment</p> <p>Biennial staff survey to ensure that stakeholders feel they have been appropriately involved in decision-making and are better informed</p> <p>Risk register; evidence for annual Statement of Internal Control</p> <p>Specific targets: Governance – improvement in staff survey score for internal communications Risk management – number of non external environment red “A”s not to increase (KPI) Compliance – avoidance of fines/penalties (KPI)</p> <p>Monitored by: Governance – Trustees self-assessment to annual Trustees Review Day; staff survey to Management Team Risk management/compliance - quarterly risk management updates to Planning Team/ Audit & Compliance Committee;</p>