

NATIONAL PORTRAIT GALLERY

CORPORATE
PLAN
2008-2011

Giving a face to the Nation

Purpose

The purpose of the National Portrait Gallery is to increase the understanding and appreciation of the Australian people – their identity, history, creativity and culture – through portraiture.

To achieve its purpose the Gallery will:

develop and maintain a representative collection of high quality portraits of subjects who have made a major impact upon Australia;

enhance the cultural value and accessibility of portraiture through displays, exhibitions, publications, partnerships and via the internet;

foster enquiry, research, discussion and interpretation of portraiture through education and public programs that reflect the culture, history and diversity of Australia.

Context

Since its establishment as a branch in the then Department of Communications and the Arts in 1997, the Gallery has worked to and reported against a corporate plan endorsed by the relevant Minister. During that period the Gallery operated from Old Parliament House until programs ceased in April 2008.

During the life of this plan, the Gallery will enter an exciting new era in its history. In late 2008, the Gallery will move into a new, purpose designed and constructed building, located on King Edward Terrace, in the Parliamentary zone, adjacent to the High Court of Australia.

The new building will enable the Gallery to display more of its collection, present enhanced and expanded programs and visitor services, and increase revenue through commercial operations.

Strategies and Actions

1. COLLECTION DEVELOPMENT

Develop and maintain an outstanding collection of high quality Australian portraits across time and media that reflects the diversity and culture of Australia.

- 1.1 Action Seek out significant portraits for acquisition for the collection that will reflect the diversity of the Australian nation
- 1.2 Action Systematically research and develop a list of portrait subjects for the collection working towards a balanced representation of Australian achievement over time and place. Identify the best possible portraits of these subjects
- 1.3 Action Encourage the donation of appropriate portraits to the collection and commission portraits of important Australians each year in all media
- 1.4 Action Establish relationships with collectors, dealers, academics and other key stakeholders
- 1.5 Action Maintain, conserve and store portraits from the collection in accordance with international museum standards and legislative obligations

PERFORMANCE MEASURES

Significant works of art enter the collection reflecting the diversity of the Australian nation

Significant portraits donated to the collection and at least 4 portrait commissions initiated annually

Collection held in high regard as an integral part of the Nation's cultural collections as measured by positive media response and peer commentary

Collection is maintained in accordance with international museum standards and legislative requirements

2. ACCESS AND AUDIENCE DEVELOPMENT

Develop and engage a national audience through exhibitions, education, research, publishing and public programs to foster an understanding and appreciation of Australian and international portraits and portraiture.

EXHIBITIONS AND DISPLAYS

- 2.1 Action Research and mount an innovative and diverse exhibitions program across various media focussing on aspects of Australian identity and history in the field of portraiture
- 2.2 Action Seek and mount innovative and diverse exhibitions of portraiture from other institutions and organisations both in Australia and overseas
- 2.3 Action Continue to develop the travelling exhibitions program
- 2.4 Action Develop and implement exhibitions that promote portraiture and emerging artists nationally

EDUCATION AND PUBLIC PROGRAMS

- 2.5 Action Develop a broad range of education programs and resource materials on Australian portraiture for the education sector and the general public
- 2.6 Action Undertake a range of innovative public programs in Canberra and through partnerships with other cultural organisations, in other regions throughout Australia
- 2.7 Action Maintain the Gallery's leadership in presenting a high profile lecture program with speakers of national and international standing

MARKETING AND COMMUNICATION

- 2.8 Action Develop and implement a campaign that promotes the Gallery, its activities and the collection and which clearly distinguishes and protects the organisation's image and reputation
- 2.9 Action Maximise creativity, innovation, currency and accuracy in the Gallery's utilisation of the internet and other information technology systems in order to disseminate information on portraiture to a national and international audience

RESEARCH AND PUBLISHING

- 2.10 Action Establish and maintain internal systems and infrastructure to ensure the accumulation of information on portraits in the collection and make such information is publicly available through quality books and catalogues, *Portrait* magazine and other publications and on the Gallery's website
- 2.11 Action In collaboration with other institutions maintain a suitably resourced library and network to support research and scholarship on portraiture

ACCESS AND AUDIENCE DEVELOPMENT (continued)

PERFORMANCE MEASURES

At least 7 temporary exhibitions, with enhancements to collection displays and an associated range of public learning programs and events undertaken annually

Exhibition and education program reputation maintained as informative, engaging and enjoyable by the majority of visitors as measured through visitor surveys and service charter feedback

Travelling exhibitions are presented in a diversity of states and major regional centres

Increased visitation to Gallery online programs with particular emphasis on a quality experience

Gallery based lecture program delivered including the Annual Lecture with a speaker of international standing

Information on the collection is maintained and accessible to the public via the Internet

Portrait magazine published 4 times a year

Publications produced on time and to an appropriate quality

3. RESOURCE MANAGEMENT

Provide a safe and productive environment for the collection, visitors and our staff.

OUR BUILDING

- 3.1 Action Establish and maintain a safe and secure environment for works of art by providing effective security and optimum environmental conditions
- 3.2 Action Provide a welcoming, safe and accessible environment in which visitors can view and experience collection displays, exhibitions and programs
- 3.3 Action Provide a work environment in which staff can perform their duties in a safe, effective and comfortable manner
- 3.4 Action Develop, implement and maintain strategies to ensure the Gallery building meets, or exceeds, its designed life and is maintained and presented in a manner appropriate to a significant national cultural asset
- 3.5 Action Minimise the Gallery's negative impact on the natural environment through the adoption of environmentally sustainable policies and practices

OUR STAFF

- 3.6 Action Create a professional environment in which staff members are encouraged and provided with opportunities to contribute to the maximum of their abilities and which will allow the Gallery to attract and retain skilled and qualified staff
- 3.7 Action Encourage staff to develop their skills and knowledge through Departmental and professional training opportunities
- 3.8 Action Ensure staff operate within the Australian Public Service Code of Conduct, comply with Occupational Health and Safety and Workplace Diversity obligations

PERFORMANCE MEASURES

Zero preventable incidents of infrastructure or systems failure or disruption

Positive feedback from visitors, staff and other stakeholders

Original Gallery building architect appropriately engaged

Zero preventable incidents of damage or deterioration to works of art

Energy and water consumption meets international best practice museum benchmarks

High staff retention rates relative to comparable institutions

Extent and impact of training undertaken

All staff have performance management agreements

4. STRATEGIC RELATIONSHIPS

Develop collaborative relationships with other collecting institutions and appropriate bodies in Australia and overseas, to facilitate loans, exhibitions, knowledge sharing and professional development.

- 4.1 Action Gallery staff and Board members encouraged to build relationships with the staff of appropriate galleries, libraries and museums in Australia and overseas. Staff take maximum advantage of formal information-sharing opportunities with the network of portrait collecting institutions overseas, particularly the biennial forum of Portrait Gallery Directors
- 4.2 Action Gallery staff encouraged to develop relationships with colleagues, especially through professional associations and attendance at conferences and other forums
- 4.3 Action Gallery will build strategic relationships with organisations which recognise Australian achievement
- 4.4 Action Extend the reach of the Gallery through the Circle of Friends membership program

PERFORMANCE MEASURES

Gallery Director attends the biennial forum of international Portrait Gallery Directors

Networks developed and maintained by Gallery staff

Growth in the membership of the Circle of Friends

5. PRIVATE SECTOR SUPPORT

Increase private sector support for Gallery programs and acquisitions and improve revenue generation.

SUPPORT

- 5.1 Action Define and pursue sponsorship for specific programs, projects, events and acquisitions with individuals and companies
- 5.2 Action Promote the use of the Cultural Gifts Program and the Gallery's status as a Deductible Gift Recipient under the *Income Tax Assessment Act 1997*
- 5.3 Action Raise funds to provide the Gallery with ongoing resources for the purchase of major acquisitions.
- 5.4 Action Seek donations and bequests of money and gifts of significant portraits to grow the collection

REVENUE

- 5.5 Action Let and effectively manage commercially based licences for the operation of the Gallery's Shop and Café
- 5.6 Action Maximise the Circle of Friends as a revenue generating resource
- 5.7 Action Continue to develop quality Gallery and exhibition merchandise independently and through partnerships with the publishers and creators of marketable Gallery-related products
- 5.8 Action Investigate and develop on-line marketing and e-commerce opportunities

PERFORMANCE MEASURES

Level of private sector financial and in-kind support

Level of philanthropic support

Number and quality of gifted portraits

Appropriate return on investment from commercial operations and activities

Entry fees levied for select major exhibitions