

**NATIONAL  
PORTRAIT  
GALLERY**

# **Corporate Plan 2015–19**

**APPROVED 12 AUGUST 2015**

## **Mission**

The purpose of the National Portrait Gallery of Australia (NPGA), now enshrined in legislation, is to increase the understanding and appreciation of the Australian people – their identity, history, culture, creativity and diversity – through portraiture.

## **Vision**

A Portrait Gallery should be a place where the national story unfolds with clarity, and without complacency or self-satisfaction. A National Portrait Gallery should be a place where successive generations find inspiration in the mythic and/or heroic dimensions of our national heritage so as to build and extend these in perpetuity. A National Portrait Gallery should also present a broad and variegated picture of Australian life, national distinction and attainment with multiple points of access, and several grand themes and defining harmonies. We aspire to be the soul of the nation.

## **Governance**

The National Portrait Gallery of Australia is an Australian Government agency established under the National Portrait Gallery of Australia Act 2012. The NPGA is subject to the Public Governance, Performance and Accountability (PGPA) Act 2013, and employs its staff under the Public Service Act 1999.

The National Portrait Gallery of Australia Governing Board is responsible for the appropriate and efficient performance of the NPGA's functions, and is accountable to the Minister for the Arts.

The National Portrait Gallery of Australia Corporate Plan 2015–19 is prepared in accordance with paragraph 35(1)(b) of the PGPA Act.

## **What we do**

The NPGA houses the national collection of portraits of Australians reflecting the breadth and energy of Australian culture and endeavour. Subjects in the collection are individuals who have, and who will continue to shape our nation and define our collective persona. As a member of a group of national collecting institutions, the NPGA is unique in its exclusive use of portraiture to explore Australian culture, history, individual achievement and identity.

To build on these achievements and to continue to develop the NPGA as an inspirational museum of international standing, the *Corporate Plan 2015–19* identifies five strategic priorities. They are:

- Develop the collection;
- Reach out and engage Australians;
- Build our resource base;
- Create a supportive culture;
- Maintain and enhance our signature building

## Stakeholders

The *Corporate Plan 2015-2019* recognises that, in delivering its purpose and mission, the NPGA will work with the Australian Government, artists, subjects, the visiting public, donors and benefactors, as well as other stakeholders.

Our aim is to develop and implement policies and strategies which are responsive to the functions of the NPGA as set out in its enabling legislation and which meet the priorities and objectives of the Australian Government.

## Our values

### *We are Inclusive*

We are approachable, friendly and welcoming of our visitors and each other. We strive to ensure that the Gallery, the collection and our programs are accessible to all.

### *We operate with Integrity*

We are accountable, responsible for our actions and act with honesty and empathy, remaining true to our purpose. We respect the focus of our collection, the sitters and their stories, the artists, our visitors and each other.

### *We strive for Excellence*

We continue to strive and challenge ourselves through our initiative. We are innovative and inspire others to reach the highest professional standards and to lead in everything we do, as well as to enhance the visitor experience and meet the needs of contemporary society.

## Strategic priorities

### Introduction

The National Portrait Gallery of Australia aims to be a place where successive generations will take inspiration from the depiction of our national heritage through portraiture so as to build and extend these in perpetuity. However, we also seek to present a broad and variegated picture of Australian life, national distinction and attainment with multiple points of access. These ought to reflect, as far as possible our geographic, vocational, professional and social diversity. Thus, we aspire to be the soul of the nation.

While focusing on our core purpose of developing a national portrait collection and making the most advantageous use of the collection by providing access and information, the strategic priorities and goals are designed to facilitate a sustainable and viable future for the NPGA.

In consultation with the Board, the Gallery has identified the following institutional priorities:

**Goal 1 – Develop the national portrait collection.**

- 1.1 Seek out portraits for acquisition and identify sitters for new commissions which generate meaning about what it means to be Australian, with an emphasis on:
- representing the broadest spread of professions and geography to portray the layered dimensions of our national heritage; and
  - strategically developing the collection to showcase the unique character of Australian endeavor and mirror the achievements of the nation;
- 1.2 Foster relationships with collectors, dealers, academics and other key stakeholders to encourage the donation and loan of appropriate portraits to the collection;
- 1.3 Maintain, conserve, store and protect the Collection in accordance with international museum standards and legislative obligations; and
- 1.4 Expand the digitisation program to support the effective management of all collection material and contextual material.

**Targets**

| <b>2015–16</b>  | <b>2016–17</b>  | <b>2017–18</b>  | <b>2018–19</b>  |
|---|---|---|---|
| Portrait s acquired/donated   | Portraits acquired/donated  | Portrait s acquired/donated   | Portraits acquired/donated  |
| Minimum 2 commissioned works of art annually                                | Minimum 2 commissioned works of art annually                                | Minimum 2 commissioned works of art annually                                | Minimum 2 commissioned works of art annually                                |
| 100% works acquired in accordance with the collection development policy    | 100% works acquired in accordance with the collection development policy    | 100% works acquired in accordance with the collection development policy    | 100% works acquired in accordance with the collection development policy    |
| 100% of Collection stored in accordance with international museum standards | 100% of Collection stored in accordance with international museum standards | 100% of Collection stored in accordance with international museum standards | 100% of Collection stored in accordance with international museum standards |
| 75% of the Collection digitised   | 76% of the Collection digitised   | 76% of the Collection digitised   | 77% of the Collection digitised   |
| 2, Number of engagements/initiatives with overseas institutions             | 2, Number of engagements/initiatives with overseas institutions             | 3, Number of engagements/initiatives with overseas institutions             | 3, Number of engagements/initiatives with overseas institutions             |

**Goal 2 – Reach out to and engage Australians from all geographies and walks of life in innovative and distinctive ways.**

- 2.1 Devise programs that are innovative and surprising, but equally communicative and articulate so as to reach as large and diverse a national audience as possible;
- 2.3 Maintain the high quality of the visitor experience as one of the chief points of difference between us and the other national collecting agencies, especially the imaginative ways in which we represent the history of our nation ;
- 2.4 Create new and ingenious ways of providing access to our collections and programs via technologies and a new and much improved website, including sound, moving images, and other interactive resources;
- 2.5 Build on our national touring exhibition programme, ensuring that it reaches even further into all regions, states and territories;
- 2.5 Provide rich and innovative learning programs and resource materials to foster an understanding among those who seek to learn of what it means to be an Australian;
- 2.6 Strive to make our institutional “language” – our exhibitions, our publications, and our online presence – communicate on as many different levels as will resonate with any and all Australians, and the peoples of the rest of the world; and
- 2.7 Forge imaginative alliances with institutional and corporate partners throughout the country and elsewhere in the world to help us offer distinctive images of Australia and its place in the world.

**Targets**

| <b>2015–16</b>  | <b>2016–17</b>  | <b>2017–18</b>  | <b>2018–19</b>  |
|---|---|---|---|
| Minimum 6 temporary exhibitions                               | Minimum 6 temporary exhibitions                               | Minimum 6 temporary exhibitions                               | Minimum 6 temporary exhibitions                               |
| Minimum 2 enhancements to Collection displays annually        | Minimum 2 enhancements to Collection displays annually        | Minimum 2 enhancements to Collection displays annually        | Minimum 2 enhancements to Collection displays annually        |
| >91% of visitors satisfied or very satisfied with their visit | >91% of visitors satisfied or very satisfied with their visit | >91% of visitors satisfied or very satisfied with their visit | >92% of visitors satisfied or very satisfied with their visit |
| 81% of teachers reporting an overall positive experience      | 81% of teachers reporting an overall positive experience      | 81% of teachers reporting an overall positive experience      | 85% of teachers reporting an overall positive experience      |
| 76% of teachers reporting relevance to the curriculum         | 76% of teachers reporting relevance to the curriculum         | 76% of teachers reporting relevance to the curriculum         | 80% of teachers reporting relevance to the curriculum         |

| <b>2015–16</b>  | <b>2016–17</b>  | <b>2017–18</b>  | <b>2018–19</b>  |
|---|---|---|---|
| 620,000 Total number of visits to the NPGA onsite   | 625,000 Total number of visits to the NPGA onsite   | 625,000 Total number of visits to the NPGA onsite   | 630,000 Total number of visits to the NPGA onsite   |
| 250,000 Total number of unique visits to portrait.gov.au  | 255,000 Total number of unique visits to portrait.gov.au  | 255,000 Total number of unique visits to portrait.gov.au  | 260,000 Total number of unique visits to portrait.gov.au  |
| Optimise social media technologies to reach diverse audiences   | Optimise social media technologies to reach diverse audiences                                       | Optimise social media technologies to reach diverse audiences                                       | Optimise social media technologies to reach diverse audiences                                       |
| 16,500 students participating in school programs  | 16,500 students participating in school programs  | 16,500 students participating in school programs  | 16,750 students participating in school programs  |
| 12,000 people participating in public programs  | 12,500 people participating in public programs  | 12,500 people participating in public programs  | 13,000 people participating in public programs  |
| Implement the live stream learning program including market testing for willingness to pay for programs | 5,000 people participating in live stream learning programs   | 5,500 people participating in live stream learning programs   | 6,000 people participating in live stream learning programs   |
| Travelling exhibitions presented in each state and targeted international venues as resources allow     | Travelling exhibitions presented in each state and targeted international venues as resources allow | Travelling exhibitions presented in each state and targeted international venues as resources allow | Travelling exhibitions presented in each state and targeted international venues as resources allow |
| Endorsed publishing program delivered   | Endorsed publishing program delivered   | Endorsed publishing program delivered   | Endorsed publishing program delivered   |

**Goal 3 – Engage with and add value for supporters in ways that help to build our resource base so as to ensure our long-term success.**

- 3.1 By establishing the *National Portrait Gallery of Australia Foundation*, create a fund large enough to sustain increasingly ambitious acquisitions, exhibitions, publications and access and learning programs, and create the skills within the Gallery to raise money;
- 3.2 Build long term, exciting relationships with sponsors that create mutual benefits for both parties;
- 3.3 Enter into commercial relationships that are mutually beneficial;
- 3.4 Seek support from Government where it is appropriate; and
- 3.5 Build momentum with the *Circle of Friends* programme.

**Targets:**

| 2015–16   | 2016–17   | 2017–18   | 2018–19   |
|---|---|---|---|
| 50% level of retention and positive growth in Membership program                    | 55% level of retention and positive growth in Membership program                    | 55% level of retention and positive growth in Membership program                    | 58% level of retention and positive growth in the Membership program                  |
| \$8,000 level of net financial contribution from the Membership program             | \$10,000 level of net financial contribution from the Membership program            | \$12,000 level of net financial contribution from the Membership program            | \$13,000 level of net financial contribution from the Membership program              |
| >\$1m achieved in private giving goals including support for Collection development | >\$2m achieved in private giving goals including support for Collection development | >\$3m achieved in private giving goals including support for Collection development | >\$3.5m achieved in private giving goals including support for Collection development |
| >\$320,000 achieved in sponsorship goals  | >\$360,000 achieved in sponsorship goals  | >\$400,000 achieved in sponsorship goals  | >\$440,000 achieved in sponsorship goals  |
| >\$465,000 achieved in licensing and venue hire goals                               | >\$494,000 achieved in licensing and venue hire goals                               | >\$524,000 achieved in licensing and venue hire goals                               | >\$558,000 achieved in licensing and venue hire goals                                 |
| >\$25,000 achieved in paid programming goals  | >\$30,000 achieved in paid programming goals  | >\$35,000 achieved in paid programming goals  | >\$40,000 achieved in paid programming goals  |
| >\$60,000 achieved from sales of published material                                 | >\$63,000 achieved from sales of published material                                 | >\$66,000 achieved from sales of published material                                 | >\$69,000 achieved from sales of published material                                   |

**Goal 4 – Create a supportive but efficient internal culture that encourages everyone we touch to maximise their discretionary effort.**

- 4.1 Encourage staff to efficiently give of their best in ways that are consistent with the values for which we stand;
- 4.2 Put in place effective shared service arrangements that allow staff to operate at the peak of their efficiency; and
- 4.3 Drive the volunteer programme to engage with supporters and strategically enhance operations and delivery.

**Targets**

| 2015–16  | 2016–17  | 2017–18  | 2018–19  |
|--|--|--|--|
| High staff engagement rates  | High staff engagement rates                            | High staff engagement rates                            | High staff engagement rates                            |
| Obtain value for money in shared services arrangements                               | Obtain value for money in shared services arrangements | Obtain value for money in shared services arrangements | Obtain value for money in shared services arrangements |
| Enterprise Agreement 2015–18   |  | Enterprise Agreement 2018–21 development               |  |
| Workforce Plan 2015–16   |  |  |  |
| Develop and implement a reward and recognition scheme for high achieving individuals |  |  |  |
| Volunteer program  |  |  |  |



## Goal 5 - ensure that our signature building is maintained and enhanced

- 5.1 Maintain and preserve the building and its facilities through planned and periodic maintenance programmes;
- 5.2 Implement a capital works programme that helps optimise the building, thereby extending its useful life;
- 5.3 Operate in ways that are considerate of contemporary environmental practices; and
- 5.4 Explore the feasibility to extend our signature building to provide additional temporary and exhibition display space and visitor facilities.

### Targets

| 2015 –16   | 2016–17  | 2017–18  | 2018–19  |
|--|--|--|--|
| Comply with all relevant legislative requirements              | Comply with all relevant legislative requirements              | Comply with all relevant legislative requirements                  | Comply with all relevant legislative requirements                  |
| 90%+ Building condition index                                  | 90%+ Building condition index                                  | 89%+ Building condition index                                      | 88%+ Building condition index                                      |
| 70% planned maintenance versus 30% reactive                    | 75% planned maintenance versus 25% Reactive                    | 75% planned maintenance versus 25% Reactive                        | 77% planned maintenance versus 23% Reactive                        |
| 2% Reduction in utilities usage and 59% of waste recycled      | No increase in utilities usage and 60% of waste recycled       | No increase in utilities usage and increased 61% of waste recycled | No increase in utilities usage and increased 62% of waste recycled |
| Zero incidence of preventable loss of environmental conditions | Zero incidence of preventable loss of environmental conditions | Zero incidence of preventable loss of environmental conditions     | Zero incidence of preventable loss of environmental conditions     |
| Delivery of endorsed capital works program                     | Delivery of endorsed capital works program                     | Delivery of endorsed capital works program                         | Delivery of endorsed capital works program                         |
| Explore the viability of utilizing renewable energy sources    |  |  |  |

## The current operating environment and future challenges

The ability of the NPGA to fulfil its purpose and mission will require it to address key issues in the current and future operating environment. Our priorities have been refined by analysis of the environment and the future economic, financial and policy factors. The following describes the trends and drivers that will influence strategic planning over the next four years.

*Changes in audience and societal trends:* driving innovation in program design and delivery to meet the changing requirements of visitors, from Canberra and in urban, regional and rural Australia and overseas where outreach programs are delivered. The use of emerging technologies will be fundamental to improved access to the national portrait collection while maintaining impactful existing channels. Taking account of Australia's ageing population, in equal measure, provides opportunities and challenges in programming while addressing the growing diversity of needs of contemporary multicultural Australia;

*Changes to resourcing:* driven by more constrained government economic conditions and a declining national trend in corporate sponsorship, the NPGA will actively pursue revenue generating strategies to supplement its income. These may be realised from a variety of sources including sponsorship, philanthropy, paid parking, paid programming, commercial arrangements, membership, publishing and volunteering;

*Changes in policy:* the enactment of the Public Governance, Performance and Accountability Act, 2013, which replaced the Commonwealth Authorities and Companies Act, 1997, effective 1 July 2014. The Act focuses on risk management principles, public accountability and transparency in program delivery and prudent financial management. Shared corporate services for the NPGA is one outcome of recent Government policy and was fully implemented during 2014 – 15. The Government's 2015-2016 initiative in Enterprise Resource Planning may have an additional impact. In forthcoming periods, the Board will review the organisational performance reporting framework to enhance the quality of performance reporting and transparency in operations to stakeholders; and

*Changes related to coming of age:* during the life of this plan, the NPGA will celebrate its 10<sup>th</sup> anniversary in the King Edward Tce Building in 2018 and 20 years since the formal establishment of the institution in 1998. The provision of additional display and public engagement space in the NPGA building will be a priority for the future to meet the needs of its diverse audiences. Consideration of heritage and conservation management issues will be required in the future to carefully preserve the building and precinct for future generations to enjoy.

## Summary

Each strategy outlined has a defined scope and set of activities aimed at achieving high quality outcomes and consistency with the functions outlined in the Gallery's enabling legislation. Goals have defined strategies that will be implemented over short and longer term timeframes. Many goals have inter-dependencies and some have associated implementation risks. The NPGA's key risks are documented in its *Enterprise Risk Management Plan* – which is updated annually – coupled with project specific risk plans. The risk management framework complies with the Commonwealth Risk Management Policy and has been assessed by Comcover as having an advanced maturity level. The Gallery's foremost risks are to reputation and its ongoing viability and sustainability.

The NPGA's delivery against these goals is reported regularly to its Board, and annually to the Government and the public. The objectives are managed by an internal governance framework and well established control mechanisms. External committees, audit functions or committees of the NPGA Board inform and support specific projects, as required.

We commend this plan.

Angus Trumble  
Director