

NATIONAL PORTRAIT GALLERY

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The Hon Paul Fletcher MP
Minister for the Arts
Parliament House
CANBERRA ACT 2600


Dear Minister

NATIONAL PORTRAIT GALLERY – STATEMENT OF INTENT

Further to your letter dated 21 October 2019, I am pleased to provide you with a response from the National Portrait Gallery of Australia to your Statement of Expectations for 2019-2020. The Gallery's Statement of Intent is attached for your information.

Yours sincerely



Dr Helen M. Nugent AO
Chairman

Encl: National Portrait Gallery of Australia – Statement of Intent

NATIONAL PORTRAIT GALLERY OF AUSTRALIA – STATEMENT OF INTENT

Introduction

The National Portrait Gallery aspires to reflect the face of Australia. We are the place where the national story unfolds with clarity, without complacency or self-satisfaction. We use portraiture to tell Australian stories and to increase understanding and appreciation of Australian people – their identity, history, culture, creativity and diversity.

Gallery's role

Our role is to develop, preserve, maintain and promote a national collection of portraits and other works of art; and develop and engage a national audience for the collection, exhibitions, education, research, publications, and public and online programs

The Gallery 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 part of a group of national collecting institutions, the Gallery is unique in its exclusive use of portraiture to explore Australian culture, history, individual achievement and identity. We focus on both subject and artist.

Relationship with the Government

The Gallery is established under the *National Portrait Gallery of Australia Act 2012*. The Gallery is subject to the *Public Governance, Performance and Accountability Act 2013*, and employs its staff under the *Public Service Act 1999*.

The Gallery's governing Board is responsible for the strategic direction and objectives of the Gallery and is accountable to the Minister for the Arts.

Strategic pillars

Building on past achievement, and to continue to develop the Gallery as an inspirational art museum of international standing accessible to all Australians, the Gallery identifies four strategic pillars which seek to:

- Enliven the collection
- Engage with audiences
- Increase support, and
- Invest in people and resources.

These four strategic pillars guide the Gallery's corporate and business planning and align with the Government's broader objectives as follows:

Contribute to economic activity, particularly in regional centres through touring and other outreach activities: aligned with engage with audiences

Over the life of its corporate plan from 2019 to 2023, the Gallery plans to present innovative and insightful exhibitions, complemented by associated public programs that attract and inspire audiences, ensuring there is a balance between exhibitions with broad, popular appeal and exhibitions which attract various niche markets. It will also provide creative touring programs that enrich the communities in which they are presented.

Specifically, during the FY 2019-20, the Gallery will work towards:

- Reaching one million people through onsite exhibitions, public and educational programs, digital and online programming;
- Presenting a national travelling exhibition program at eight venues;
- Providing educational programs to 14,000 students, which support the curriculum both onsite and through streaming technology; and
- Ensuring 20,000 people participate in public programs, 4000 of which are paid programs.

Provide leadership to the arts sector as an employer of choice: aligned with invest in people and resources

The Gallery has been recognised as a Best Employer following the recent AON engagement survey results. It also ranked first out of Commonwealth agencies for the wellbeing category; and second for the engagement and innovation categories from the 2019 APS employee census.

During the FY 2019-20, the Gallery will build on this success through continued compliance with legislation relevant to public art museums; and continuing to provide training and relevant professional development opportunities as well as providing staff with health and wellbeing initiatives. Even more importantly, we aim to inspire our staff through our purpose and vision.

Accept opportunities to shape and promote Australian identity through the Gallery's public-facing activities both nationally and internationally: aligned with enliven the collection and engage with audiences

The Gallery has established a new seasonal cycle for its exhibitions' program over FY 2019-20, enabling it to create a clear distinction between major and minor exhibitions; national and international content; the permanent collection and exhibitions that are drawn from the collection. These will be strategically timed within the calendar year:

Summer 2019 Eye to Eye, a collection-based exhibition which is arranged by degree of eye contact between the portrait sitter and the viewer.

The Look, a collection-based exhibition of contemporary photographs which show us what it is like to be human – to have a look, to pull off a look and to interpret a look.

Autumn 2020	The National Portrait Prizes which includes the inaugural Darling Portrait Prize, the National Photographic Portrait Prize and the Little Darling's children's program.
Winter 2020	Love Stories from the National Portrait Gallery, London and the parallel NPG collection exhibition featuring Australian Love Stories.
Spring 2020	Portraits and Tapestry, an exhibition which will bring together works from public and private collections to provide an understanding of handmade portraiture and explore different formats for portraiture.

The Gallery will also:

- Research, design and deliver public programs that enhance the collection and temporary exhibitions and allow diverse modes of access to the themes of exhibitions; and seek ways to expand on those themes;
- Activate the Collection Development Policy to strengthen the representation of First Nations sitters and artists;
- Create an events program which brings to life the seasonal exhibition's program and brings new audiences into the Gallery; and
- Create an events program designed to bring members and donors closer to the NPG through exclusive behind-the-scenes events.

Consider opportunities to create and meet demand for inbound tourism: aligned with engage with audiences and increase support

The Gallery is actively working with government and international stakeholders to capture and increase the inbound tourism market. During the FY 2019-20, it will:

- Deliver a suite of personalised and informative visitor experiences that grow audiences and deepen their engagement with the Gallery;
- Produce outstanding periodic and exhibition publications to promote and foster engagement with the Gallery and portraiture;
- Strengthen international relationships with relevant cultural institutions;
- Undertake an online campaign with broad public appeal to attract a national audience including people who can only visit online; and
- Ensure that the NPG's stories are used as the basis of stimulating public relations stories in the media and used to create a vibrant presence on social media and through the NPG's website and publications.

Providing leadership in the delivery of collection management, arts education and public programs: aligned with enliven the collection and engage with audiences

During the FY 2019-20, the Gallery will develop new commissions that combine important and diverse Australian artists and sitter and commission at least two new works. It will also work to ensure the best available portraits of sought-after sitters are purchased or donated annually, in line with the Collection Development Policy.

The Gallery will conserve the Collection for the benefit of future generations through continued digitisation of the Collection and ensure it is preserved and maintained with appropriate storage, display and air quality to minimise preventable deterioration or impairment.

During the FY 2019-20, the Gallery will work to ensure arts education and public programs are delivered through:

- Research, design and delivery of public programs that enhance the collection and temporary exhibitions and allow diverse modes of access to the themes of exhibitions and seek ways to expand on those themes;
- Ongoing development of a Virtual Excursion program;
- Provide educational programs which support the curriculum both onsite and through streaming technology;
- Develop a suite of family programs: Family Space, ArtCart, Drawn In, Little Faces, Portrait Play, Story Time, Winter Festival;
- Extend VTS partnerships with schools throughout Canberra and the regions;
- Maintain partnerships and programs with CIMF, CWF, CSO, and other performance groups and performing artists & visual artists for workshops / programs / projects;
- Repeat programs for Aboriginal and Torres Strait Islander awareness for DFAT;
- Develop a suite of programs for prize exhibitions including the launch of children's portraiture competition; and
- Continue to research and foster relationships with millennials through the Fresh Faces program.

Continue to grow private sector support and pursue own sourced revenue: aligned with increase support

The Gallery continues to develop relationships with donors and other stakeholders to facilitate collection development and project support. During the FY 2019-20, it will:

- Undertake an audit of the past three years' philanthropic giving to inform a philanthropy plan designed to increase growth in the number of donors and income earned;
- Cultivate the Donors and the Circle of Friends (CoF) Program to promote donations for new commissions and support the exhibitions program;
- Attract new partners to seasonal exhibitions and deliver exemplary benefits to partners;

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- Promote a Director's Circle to increase entry-level corporate involvement with the NPG;
 - Build brand equity to leverage partnerships in new markets; and
 - Diversify event offerings to members in order to attract a greater proportion of the membership base.