

**NATIONAL  
PORTRAIT  
GALLERY**

# **Corporate Plan 2016–2020**

## **Mission**

The purpose of the National Portrait Gallery of Australia is to present the face of Australia, using portraiture to increase the understanding and appreciation of the Australian people - their identity, history, culture, creativity and diversity.

## **Vision**

The National Portrait Gallery should be the place where the national story unfolds with clarity, and without complacency or self-satisfaction. The National Portrait Gallery should be the 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. The 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. In this way, we aspire to be the face of Australia.

## **Governance**

The National Portrait Gallery of Australia (NPGA) 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's Governing Board is responsible for the strategic directions and objectives of the NPGA and is accountable to the Minister for the Arts.

The *National Portrait Gallery of Australia's Corporate Plan 2016-2020* has been prepared in accordance with paragraph 35(1)(b) of the PGPA Act 2013.

## **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 part 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. Our unique nature is further enhanced by a dual focus on both subject, and artist.

Building on past achievement, and to continue to develop the NPGA as an inspirational art museum of international standing, the *NPGA Corporate Plan 2016-2020* identifies four strategic pillars which seek to:

1. Enliven the collection
2. Engage with audiences
3. Enlarge support, and
4. Enhance resources.

## **Risk oversight and management**

The NPGA has a risk management framework (RMF) that is straightforward, fit-for-purpose, and that produces effective controls where required. The RMF underpins the NPGA's operations and focuses on risks that threaten to adversely impact the NPGA's functions, strategic pillars, operations, assets, people and stakeholders.

The NPGA's risk escalation points ensure appropriate oversight of risks. These escalation points serve a similar function to a risk appetite statement, triggering increased oversight at set point for each category of risk. Management is responsible for identifying and managing risks and reports regularly to the Board through its Audit Committee.

The RMF promotes understanding of the NPGA's risks, risk priorities and operational context, positioning the NPGA to innovate in the performance of its functions.

## **Stakeholders**

The *NPGA Corporate Plan 2016-2020* recognizes that, in delivering its purpose, the NPGA will work with the Australian Government, local government, artists, subjects, the visiting public, donors, sponsors and benefactors as well as other stakeholders.

Our aim is to implement the NPGA's strategic directions and to successfully 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 initiatives. 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 face of Australia.

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 (goals) are designed to facilitate a sustainable and viable future for the NPGA.

Through a consultative process involving the Board and Management, the NPGA has identified the following corporate activities which support its four strategic pillars:

**1. Enliven the collection**

- 1.1 Target new commissions that tell important and diverse Australian stories
- 1.2 Seek out portraits for acquisition that portray the richness of our national heritage
- 1.3 Encourage donations and loans of artwork that amplify Australia’s rich cultural diversity
- 1.4 Enhance the digitisation of and remote access to the collection
- 1.5 Conserve the collection for the benefit of future generations.

**Key performance indicators**

| 2016–17  | 2017–18                            | 2018–19                            | 2019–20                            |
|--|------------------------------------|------------------------------------|------------------------------------|
| Minimum 2 works of art are commissioned annually   |                                    |                                    |                                    |
| Portraits are acquired or donated in accordance with the collection development policy – target 100%   |                                    |                                    |                                    |
| Collection maintained and preserved with appropriate storage, display and air quality to minimize preventable deterioration or impairment – 0% target for preventable deterioration or impairment. |                                    |                                    |                                    |
| 80% of the Collection digitised  | 82% of the collection is digitised | 84% of the collection is digitised | 86% of the collection is digitised |

## 2. Engage with audiences

- 2.1 Create a biennial National Portrait Prize to significantly enhance national and international awareness of the NPGA
- 2.2 Implement innovative and insightful exhibitions that attract and inspire audiences
- 2.3 Deliver visitor experiences that create new institutional bonds and increase public affection for the NPGA
- 2.4 Provide creative touring programs that enhance brand awareness and audience reach
- 2.5 Foster innovative learning programs that generate engagement, particularly for young Australians.

### Key performance indicators

| 2016–17   | 2017–18   | 2018–19   | 2019–20   |
|---|---|---|---|
| Stage at least 6 exhibitions each year  | Launch a Portrait Prize as part of annual exhibition program > 6  | Stage at least 6 exhibitions each year  | Stage at least 6 exhibitions each year  |
| Minimum 2 enhancements to Collection displays annually  |   |   |   |
| Reach 1 million people annually through onsite exhibitions, public and educational programs, the web and online programming.      |   |   |   |
| Present a national Travelling exhibition program at 8 venues  |   |   |   |
| Increase social media interactions to create interest in and affection for the NPGA.  |   |   |   |
| Provide educational programs which support the curriculum both onsite and through streaming technology – target = 17,000 students | Provide educational programs which support the curriculum both onsite and through streaming technology – target = 17,500 students | Provide educational programs which support the curriculum both onsite and through streaming technology – target = 18,000 students | Provide educational programs which support the curriculum both onsite and through streaming technology – target = 18,500 students |
| 19,000 people participating in public programs, 2000 of which are paid programs   | 20,000 people participating in public programs, 3000 of which are paid programs   | 21,000 people participating in public programs, 4000 of which are paid programs   | 22,000 people participating in public programs, 5000 of which are paid programs   |
| >91% of visitors satisfied or very satisfied with their visit   | >92% of visitors satisfied or very satisfied with their visit   | >93% of visitors satisfied or very satisfied with their visit   | >94% of visitors satisfied or very satisfied with their visit   |
| 91% of teachers reporting an overall positive experience  |   |   |   |
| 80% of students reporting an overall positive experience  | 82% of students reporting an overall positive experience  | 85% of students reporting an overall positive experience  | 87% of students reporting an overall positive experience  |

### 3. Enlarge support

- 3.1 Create value for sponsors and the NPGA
- 3.2 Engage and increase support from individuals, including bequests
- 3.3 Grow the NPGA Foundation
- 3.4 Strengthen bonds with artists and others
- 3.5 Leverage the Circle of Friends
- 3.6 Enhance public relations and relationships with the media
- 3.7 Build international relationships which further the aims of the NPGA
- 3.8 Work constructively with Government.

#### Key performance indicators

| 2016–17  | 2017–18   | 2018–19   | 2019–20   |
|--|---|---|---|
| Create pathways for Circle of Friends to join the Foundation, and make bequests      |   |   |   |
| >\$2m achieved in private giving goal s including support for Collection development | >\$2.5m achieved in private giving goals including support for Collection development | >\$2.5m achieved in private giving goals including support for Collection development | >\$3.0m achieved in private giving goals including support for Collection development |
| >\$360,000 achieved in sponsorship, partnerships or value in kind                    | >\$400,000 achieved in sponsorship, partnerships or value in kind                     | >\$440,000 achieved in sponsorship, partnership or value in kind                      | >\$480,000 achieved in sponsorship, partnership or value in kind                      |
| Number of engagements/initiatives with overseas institutions, target 3               |   |   |   |

**4. Enhance resources**

- 4.1 Strengthen the NPGA’s financial resilience
- 4.2 Empower and upskill staff, and reinforce accountabilities
- 4.3 Maintain the iconic NPGA building
- 4.4 Explore the feasibility of extending the NPGA building

**Key performance indicators**

| 2016–17   | 2017–18   | 2018–19   | 2019–20   |
|---|---|---|---|
| Deliver the preventative maintenance plan – target 75% planned against 25% reactive maintenance |   |   |   |
| Deliver the endorsed Capital works program within budget  |   |   |   |
| Comply with legislation relevant to public art museums  |   |   |   |
| Commit 1% of staffing budget to ongoing professional development of staff                       |   |   |   |
| Grow own source revenue by 5%/>\$494,000 achieved in licensing and venue hire revenue           | Grow own source revenue by 5%/>\$524,000 achieved in licensing and venue hire revenue | Grow own source revenue by 5%/>\$558,000 achieved in licensing and venue hire revenue | Grow own source revenue by 5%/>\$596,000 achieved in licensing and venue hire revenue |



## The current operating environment and future challenges

The ability of the NPGA to fulfil its purpose and mission is shaped by a number of internal and external forces, most notably the prevailing economic conditions, audience needs and government policy objectives. 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 in the short to medium term.

### *Changes in audience and access points*

- Driving innovation in program design and delivery to meet the changing requirements of visitors from Canberra and those 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 existing channels to their full extent.
- Taking account of Australia's ageing population provides opportunities and challenges in programming while addressing the growing diversity of needs of a contemporary multicultural Australia.

### *Changes to resourcing*

- Driven by more constrained economic conditions and a declining trend in corporate sponsorship, the NPGA will actively pursue own source revenue generating strategies to ensure financial viability. This may be realised from a variety of sources including corporate and other partnerships including value in kind, philanthropy, paid parking, paid programming, commercial arrangements, membership, publishing and volunteering. Collaborations across the sector will be a key consideration.
- This Plan will be impacted by an unaffordable defects rectification issue which has remained unresolved since 2008. The water penetration defect, in particular, poses a real threat to the NPGA's ability to preserve the national portrait collection onsite.

### *Changes in legislation and government policy*

- The *Public Governance, Performance and Accountability Act 2013* sharpened the Gallery's focus on governance, performance and accountability. The introduction of Annual Performance Statements in the 2015-16 Annual Report has further refined the NPGA's measurement and reporting of program effectiveness from both a quantitative and qualitative perspective.
- The NPGA's participation in a Shared corporate services measure for Cultural institutions was fully implemented during 2014-15. With the shift in policy allowing corporate entities to opt out of new whole of Government arrangements, the Gallery will face the insourcing of certain services without matching funding, and the financial and business continuity risks associated with a further ICT transition.

### *Coming of age*

- During the life of this plan, the NPGA will celebrate its 10th anniversary in its King Edward Terrace Building in 2018, and 20 years since the formal establishment of the institution in 1998. Planning for additional display and public engagement space in the NPGA building will be a priority for the future to meet the needs of its audience, and maximise the building's revenue generation capability. 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 NPGA's enabling legislation. Tactical plans exist at a sectional level to support the achievement of each activity or program.

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

Helen Nugent AO  
Chairman

Angus Trumble  
Director