



Corporate Plan 2016-20 Summary

June 2016

Key Information:

Title:	<i>Corporate Plan 2016-20 Summary</i>
Type:	<i>Plan</i>
Status:	<i>Final</i>
Author:	<i>Planning and Performance Team</i>
Owner	<i>SMT</i>
Approved by:	<i>Scottish Government</i>
Date of publication:	<i>01/07/2016</i>
Date of review	<i>Ongoing</i>

National Galleries of Scotland: Corporate Plan 2016-20

1. Introduction

The National Galleries of Scotland (NGS) looks after one of the world's finest collections of Western art ranging from the Middle Ages to the present day. These holdings include the National Collection of Scottish art which we are proud to display in an international context. We care for, research and develop these collections, and aim to share these works of art with as wide a public as possible.

This plan sets out our ambitions for the period 2016-2020.

Our plan is intended to build on a decade of achievement at NGS: we have invested in our collection and our estate and we have extended our reputation for the quality and breadth of our programmes. The NGS is now one of Scotland's most popular cultural destinations and in 2015 we welcomed more than 2 million visitors to our Galleries. NGS now ranks within the top thirty most visited museums anywhere in the world.

This plan is based on a drive to widen access to our magnificent collection. We remain committed to developing the quality of our offer and our service but we also wish to share the collection much more widely, not just at our sites in Edinburgh but also across Scotland, abroad and online. In turn, our business model is based on translating this wider engagement into more financial support for our work through our commercial activities and through membership schemes and philanthropy.

The economic context remains extremely challenging with downward pressure on public funding likely to continue over this period. We also face challenges in maintaining our historic buildings and in meeting the unavoidable rising costs of staffing and operating our sites. We have reshaped our business model in an effort to reduce our dependency on government funding and will continue to attract external support for major projects to maintain and rejuvenate our facilities. During the period of this plan we will complete the transformation of the Scottish National Gallery with a new presentation of the outstanding historic Scottish Collection in a new suite of world-class galleries. We will make improvements to the estate at the site of the Gallery of Modern Art on Belford Road. Most important for our longer-term sustainability, we will take the first steps in developing a new Collections Facility in Granton, North Edinburgh. This project will eventually see all our collection storage, conservation, research and offices brought together in one place and we see it as a crucial step towards widening physical and intellectual access to the collection.

Developments in digital technology mean that the public expects to be able to access the collection in different ways, as well as physically experiencing the art face-to-face. During the period of this plan we aim to complete the digitization of the entire collection. Our new collection website will be launched in 2016 with a vastly increased number of works available to the public for their enjoyment and inspiration.

NGS has a reputation for working in partnership and for developing innovative collaborations such as ARTIST ROOMS (operated together with Tate) and our ground-breaking *Generation* project in 2014. As part of the effort to share our collection, we aim to develop existing partnerships and to build new ones, working across Scotland and internationally.

The visual arts form a key part of Scotland's rich cultural heritage. The breadth of our collection enables us to reach out to all generations and people of different backgrounds and

interests. With this plan we aim to realize our vision to bring the world's best art to Scotland and the best of Scotland's art to the world.



View of the Scottish National Gallery
© National Galleries of Scotland/Keith Hunter

2. About the National Galleries of Scotland

2.1 Our Mission

The National Galleries of Scotland cares for, develops, researches and displays the national collection of Scottish and international art and, with a lively and innovative programme of activities, exhibitions, education and publications, aims to engage, inform and inspire the broadest possible public.

Scotland's national collection of art has a very distinctive character which has been influenced by its history, its setting and the many people involved in its creation from the early nineteenth century to the present. Today, our mission is still based on the drive to make the greatest art available, free of charge, to a wide national and international public.

2.2 Our People

NGS employs over 300 people and around 144 volunteers. Where possible, we work with national and international partners to maximize the impact of our activities.

NGS has a wholly-owned subsidiary, the National Galleries of Scotland Trading Company Limited, which operates our commercial services, including retail and venue hire.

2.3 Our Values

- **Excellence:** we are committed to the highest quality in all our collections, activities and services.
- **Pride in our Scottish Heritage:** we are a leading Scottish cultural institution with an international vision and outlook.
- **Inspiration:** a commitment to learning and education is central to NGS.
- **Accessibility:** NGS is welcoming and open to all, on-site and online.
- **Creativity:** we nurture talent and invest in people.
- **Integrity:** we are open, transparent and dedicated to public service.

2.4 The Impact of our Work

*The Scottish Government's Purpose:
To focus government and public services on creating a more successful country, with opportunities for all of Scotland to flourish, through increasing sustainable economic growth.*

NGS makes a very significant contribution to life in Scotland, assisting Scottish Government to meet its over-arching ambition 'to make Scotland a more successful country, with opportunities for all to flourish, through increasing sustainable economic growth'. NGS is committed to contributing to the objectives of the Government's Economic Strategy: through our efforts to promote creativity and innovation; through our drive to increase participation, access and a sense of shared ownership for our heritage; through our significant contribution to the economy; and in the work we do to showcase Scottish culture abroad. We are especially concerned with assisting Government in its efforts to encourage young people to have greater access to the arts.

4. Our Strategy and Future Planning

Our vision is to develop the NGS as an ambitious international institution that sits at the heart of cultural life in Scotland and makes a significant contribution to the education, well-being, inspiration and enjoyment of the public.

To achieve our vision we have three long-term and closely linked aims:

1. To deliver world-class programmes, services and activities based around an outstanding permanent fine art collection and temporary exhibitions programme.
2. To engage with wider and more diverse audiences by encouraging participation and providing and promoting opportunities for learning.
3. To be a sustainable and efficient organisation.

Central to our strategy is the drive to change our relationship with our audiences. By improving the quality of our service and our offer, we aim to enhance the experience of our visitors and respond better to their needs and experiences. We then aim to translate this increased engagement into more and deeper support for the galleries, including financial support.



Visitors wait to visit The Amazing World of M.C. Escher exhibition in 2015
© National Galleries of Scotland

5. Our Priorities and Objectives

Priority 1: Improve the Quality of our Offer

Our commitment to excellence extends across our collections, our programme of activities and the services which we provide to our multiple audiences. In improving our overall offering we will seek to attain the highest quality in each of these domains.

Objective 1.1: Seek new acquisitions to keep the collections relevant and alive

New acquisitions are an important source of interest for our public, animating the existing collections of historic art or keeping abreast of developments in contemporary art. We are committed to developing our collection through high quality acquisitions, loans and commissions, and will seek the support of Friends, patrons and sponsors to enable us to continue to do so. Priorities for development of the collection will be: securing major Old Master works currently on loan to NGS or in private collections in Scotland; enhancing the collection of historic, modern and contemporary Scottish art and photography; increasing the representation of female artists in the modern and contemporary collection; portraits which illustrate the history of Scotland and those who have made a significant contribution to Scottish life; and continuing to fund a programme of new commissions, both in portraiture and contemporary art.

How we will measure performance:

Percentage leverage of purchase grant for acquisitions

Objective 1.2: Improve the care of our Collections

Our plans for improving the care of our collection are concentrated on developing the National Collections Facility at Granton. The requirement to improve our collection care is well documented: currently 40% of the spaces holding our collection fail to deliver appropriate museum conditions. The new Collections Facility will transform our management and care of the collection, whilst also improving research facilities and supporting our lending programme.

Increasing numbers of artwork movements mean that NGS has to adapt its collections management system and undertake a greater number of documentation audits. A revised plan for auditing the collection across all locations has been established and will be delivered in this period.

How we will measure performance:

Progress against targets in our Collection Audit Plan

Percentage of storage/ gallery spaces providing minimum standard environmental conditions for our collection

Objective 1.3: Deliver our research plan

Our public expects NGS to be a centre for knowledge and expertise for the Fine Arts in Scotland. Research is, therefore, a key activity at NGS. Our research plan is a structured programme for encouraging new research and generating top-quality content for use across all NGS channels of communication. Research at NGS is supported by our libraries and

extensive archives, and these will form a key part of the proposed new Collections Facility. We will seek to relate the depth of our research to the breadth of our Public Programme, including exhibitions, publications and online channels. We will look for opportunities to develop our research capabilities, attract external funding and develop our relationships with universities and other educational institutions.

How we will measure performance:

Sales value of NGS publications per visitor (TBC)
NGS staff contribution to research/ publications (TBC)

Objective 1.4: Place the permanent collection at the centre of an innovative and imaginative public programme

Our public programme is the centrepiece of our artistic offer. We need to ensure, therefore, that it is also at the centre of achieving our inter-linked objectives of growing our audience and improving the quality of their experiences, as well as increasing our self-generated income. In developing the public programme, we will seek a balance between displaying the depth and range of the permanent collection and a series of temporary exhibitions. Our intention is to produce a public programme which makes a significant contribution to meeting our income-generation targets, whilst also stimulating public interest and enhancing our international profile and reputation by garnering peer and critical acclaim.

How we will measure performance:

Ticket sales
Financial performance against public programme targets

Objective 1.5: Improve our facilities

During 2016-17 we will update our Estates Strategy, to guide our developments over the next five to ten years. In the medium-term our infrastructure investment programme will focus on creating new gallery facilities for displaying the Scottish art collection at the SNG; linked to this project we will need to create new facilities across the NGS estate to house collections and people displaced by work on the SNG; part of this will allow us to improve conditions for the collections at the Scottish National Gallery of Modern Art One and eventually to improve the grounds and catering facilities at this site.

In the longer-term we will create a new Collections Facility at Granton, and Scottish Government has provided funding to allow the design phase of this project to continue.

How we will measure performance:

Percentage of Quinquennial review complete
Percentage reduction in carbon emissions

The Scottish National Gallery Project

The space housing the Scottish Historical Collection has not been renovated since the 1970s, is tired and circulation within the building does not easily allow access to view the collection. A design scheme has been developed to address these deficiencies. It will provide access to the Scottish Collection Gallery directly from the Gardens Level Entrance, triple the space available for display of the Scottish Historical Collection, and transform the visitor experience at the SNG. These investments will also support the SNG site in

generating more income from donations and from retail and catering operations and achieving 5* visitor accreditation. Scottish Government has endorsed the scheme and a stage two application for funding from the HLF was submitted in February 2016.



Exterior impression of the remodelled Scottish National Gallery
© Hoskins Architects

The National Collections Facility at Granton

We will develop the National Collections Facility at Granton as a gateway to Scotland's art and heritage; housing collections, conservation and research facilities, and enhancing public access to the wealth and depth of our collection. The Collections Facility will provide far greater physical and digital access to our collection, and will transform our ability to care for it. When the facility opens and refurbishment work is completed at the SNGMA, we will be able to house all our collection in spaces that meet modern museum and gallery standards. We will also increase the gallery and visitor service space at the SNGMA.

Scottish National Gallery of Modern Art

The SNGMA has the ambition to increase its visitors to 500,000 per year. We will develop a master plan for the SNGMA estate which unites the grounds, galleries and surrounding location as a coherent and attractive destination for tourists and families. We will work with the city council and transport agencies to ensure clear way-finding and appropriate signing for the Gallery, and explore opportunities to develop access and points of interconnection from the Water of Leith. We will upgrade the environmental conditions of the gallery spaces and increase the commercial/retail facilities to ensure that the appearance and facilities at GMA support our aim of achieving 5* accreditation.

Scottish National Portrait Gallery

It is three years since the refurbished Scottish National Portrait Gallery re-opened, and it is becoming clearer how minor adaptations could be made which would help the SNP meet its development priorities of increasing its visitor numbers to 400,000 per year, achieving 5* accreditation and generating additional revenue. In particular, on the Ground Floor we intend to enlarge the shop and adapt the Contemporary Gallery so that it can be used more flexibly for events (e.g. films, performances) as well as for exhibition display.

Priority 2: Engagement: Develop our Audiences

In the period 2016-2020 we intend to build a stronger over-arching strategy for audience development and engagement at NGS. Our approach is not simply about a drive to maintain, and where possible expand, numbers; it is about changing the very nature of our relationship with the public and becoming more responsive to their needs, interests and expectations. This ranges from improving service levels, through digital and media engagement, to re-designing our public-facing activities to meet new demands.

Objective 2.1: Increase visits to NGS to 2.5 million by 2020

Our overall number of physical visitors grew to over 2 million in 2015-16, giving us confidence that, despite the closure of part of the SNG in 2017-18, we can grow this element of our audience to 2.5 million by 2020. To achieve this, we will have to ensure that the quality of our public programme remains very high and that we provide a 5* visitor experience in the Galleries.

The National Galleries of Scotland Brand

Three years ago an approach was developed to highlight the identity of each of our galleries. The new identities still work well, but feedback and research suggests that NGS needs to refresh its brand and to present its offer more clearly to the outside world. A revised brand strategy is a key part of our business plan to engage with a wider public and this will be developed during 2016-17.

How we will measure performance:

Number of visits (total and target audience) to each gallery site

Objective 2.2: Increase digital visitors to reach 3 million by 2020

We have developed a digital engagement strategy to help us grow our digital audience and use our digital content to attract new physical visitors to our Galleries. Across all channels, our digital visitors increased by 10% between 2013-14 and 2014-15, to 1.7 million.

We aim to have the entire collection digitized by 2019. A new online collection website will be launched in June 2016 with over 35,000 images from the collection available (at present fewer than 5,000 images are online).

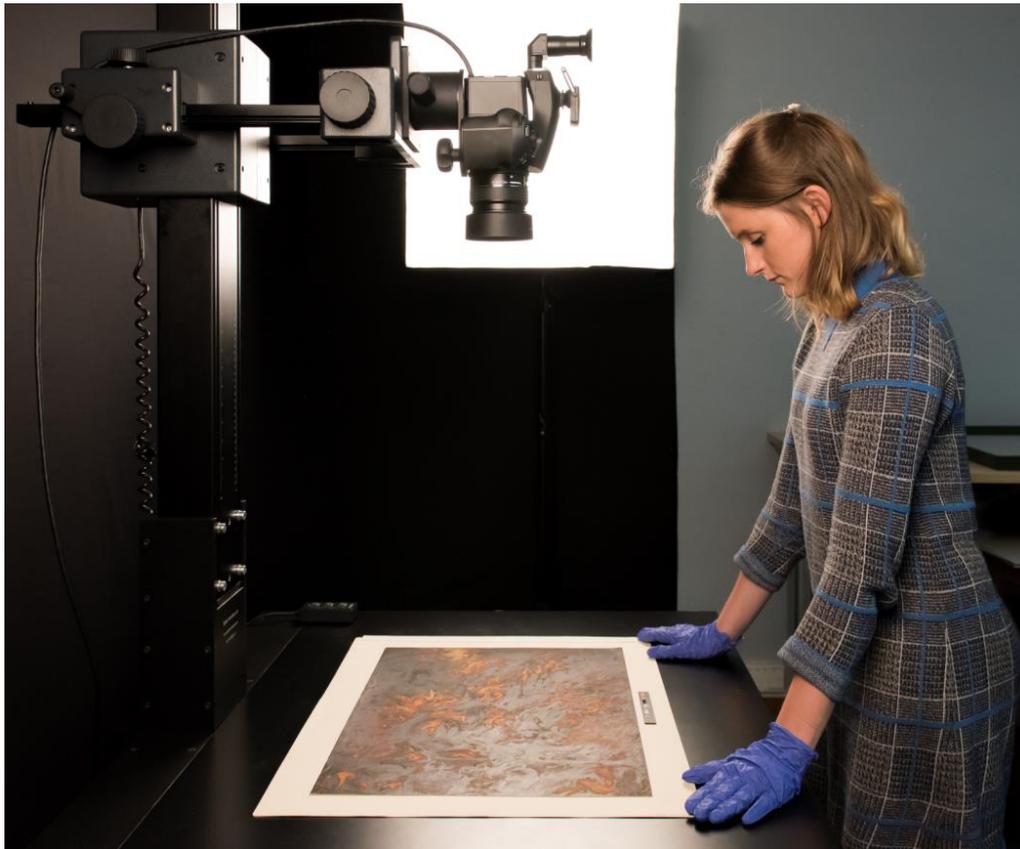
As we roll out our digital engagement strategy, and increase the volume and range of our digital content, our aim is for our digital visitor numbers to rise steadily to reach 3 million by 2020.

How we will measure performance:

Number of website visits, eBulletin subscribers and digital content items uploaded

Average dwell time on website

Engagement via social and digital media



Skills for the Future Trainees digitising works from the collection
© National Galleries of Scotland

Objective 2.3: Improve the experience of our visitors

We will improve our customer relationships and visitor experience as a basis for increasing engagement and the willingness of the audience to support us financially. We will aim to secure 5* VisitScotland accreditation on a site-by-site basis between 2017 and 2019, starting with the SNPG and culminating in the SNG around the opening of the new Scottish Galleries. In support of this objective, we will roll out our 'Project 5*' training programme across the organisation and improve our internal communications to keep colleagues informed of initiatives, aware of organisational objectives, and to encourage their support and ideas.

How we will measure performance:

Percentage of visitors rating their visit as 'excellent' or 'very good'

Objective 2.4: Broaden access to the collections through learning and outreach programmes

We offer extensive learning and outreach programmes suited to the needs of specific audiences. We aim to be a benchmark for excellence in the sphere of gallery education, facilitating public access to art of the very highest quality. Our revised Learning and Access strategy focuses on key audience groups: adult 'leisure learners', schools, families with

children up to 12 years, adults with additional support needs, and young people (including FE/HE and those that are ‘hard to engage’). We also aim to widen opportunities for learning with NGS through means including increasing support for self-led learning in the gallery and online.

How we will measure performance:

Number of adult, school, family and community participants

Objective 2.5: Offer wider opportunities for youth engagement

Young people are both our future colleagues and our future audience. We already do good work in improving employment prospects for young people, but as part of our Audience Development plans we will create a Youth Engagement Strategy which will build on this and develop ways in which we engage with young people. We will establish a Youth Forum to provide feedback and input into our programme of regular events which will enable us to test our methods of engagement and response. We will strengthen the bonds which exist with organisations such as Skills Development Scotland and will commence a journey towards gaining Investors in Young People accreditation by 2018. We will provide training to ensure that our managers have the requisite skills to manage and develop younger colleagues. We will consider opportunities for vacancies to be filled by Modern Apprentices, bringing more young people into employment at the National Galleries.

How we will measure performance:

Number of young people (16-24) who have worked, trained or volunteered with NGS

Objective 2.6: Build our partnerships

NGS will continue to develop a national programme that extends across Scotland. The concept of a Gallery Without Walls is crucial to our approach, embracing the notion of a collection which is accessible both in the traditional art gallery context and through other means, both physical and virtual. We have helped to develop and fully embraced the National Strategy for Scotland’s Museums and Galleries and we will seek to use the momentum of the new strategy to develop existing partnerships with national and regional bodies to create new opportunities for the public to access great works of art.

We place great emphasis on the effort to provide nationwide access to NGS collections and activities. We achieve this through our work with partner galleries, notably Duff House and Paxton House; our collaboration with a very broad range of museums and galleries, cultural and heritage bodies across Scotland and the UK; and through our successful community and outreach programmes.

Since 2009 the ARTIST ROOMS programme has been at the centre of our work. To date, 35 million people have visited ARTIST ROOMS exhibitions at 77 venues across the UK. We will continue to develop ARTIST ROOMS as the core of our national touring programmes.

Following *Generation*, we will build on our relationship with Glasgow Life to make the most of future opportunities, such as developments at Kelvin Hall.

In 2015-16, our tour of masterpieces from the NGS was highly successful, attracting positive media coverage in New York, San Francisco, Chicago and Sydney and raising the profile of Scottish culture in the US and Australasia. We will continue to seek opportunities to work with international partners, developing our existing relationships in Europe, North America

(with the help of the American Patrons of the National Libraries and Galleries of Scotland) and in the Far East and Australasia.

How we will measure performance:

Number of visits to touring shows in Scotland, the rest of the UK and internationally
Number of visits to ARTIST ROOMS partner venues

Priority 3: Develop a sustainable and efficient business model

We continue to adapt to the new realities of funding in the public sector in Scotland, implementing a series of measures to achieve financial stability. We will continue to look for greater resilience and efficiency in the way we work, but over the course of this plan we will focus also on a wider range of income streams and explore new income-generating opportunities.

Objective 3.1: Support the Business Plan for the NGS Trading Company

NGS Trading will improve the profit margin on products through careful buying and price maximisation, and improve sales rates through people training and product knowledge. Additional revenue will be generated by new retail sites and improved wholesale and web shop sales. The improved facilities and circulation of visitors at the refurbished SNG will increase the profitability of that site's retail and catering operations. These developments will help to more than double the Trading Company's return between 2015-16 and 2019-20. The Trading Company will also support wider NGS initiatives such as increasing Friends membership. Income from events and venue hire is currently around £20,000 per year and by improving the co-ordination of these activities and simplifying the marketing of opportunities, we expect to see this rise to around £60,000 by 2020.

How we will measure performance:

Progress against targets in the Trading Company Business Plan for Retail, Catering and Venue Hire

Objective 3.2: Increase income from membership, philanthropy and donations from visitors

We aim to increase our number of Friends to around 15,500 by 2020, recruiting a greater number of our regular visitors and developing a targeted offering to increase substantially our numbers of Friends in London and overseas, and increasing income from Friends membership from £350K to £800K. We will build upon donation initiatives in our galleries, aiming to increase the current average donation per visitor from 11p to 41p by 2020. We benefit from significant philanthropic funds which support the public programme, acquisitions and capital campaigns. We intend to increase corporate support to £300K by 2020.

How we will measure performance:

Income from Friends membership, corporate support and philanthropy
Value of donations per visit
Grant-in-Aid per visitor

Objective 3.3: Implement a new Organisational Development Strategy

The success of NGS depends on the contribution of all our colleagues as well as the volunteers and other people who contribute to our work. NGS aims to be a professional, creative organisation that is open to new ideas and fresh thinking. There have been many changes in the culture and structure of our organisation in recent years and colleagues at NGS have adapted very well to the new challenges and demands of the shifting economic context.

We will continue to seek ways in which we can develop and support our people. Recent feedback from our staff indicates that colleagues would like to have improved internal communications and a clearer view of work priorities. They would also like to have more opportunities for team working across the many disciplines that are employed at NGS. A new Organisational Development strategy is under consideration and this will take into account the views of staff and the recommendations of ongoing branding work to ensure that we have the right level of skills to match our ambitions.

How we will measure performance:

Spend per head on training and development
Percentage of identified training needs delivered
Number of volunteer hours