

National Museum of Ireland

Statement of Strategy– Review completed Oct 2010

Objectives, Strategies, Projects and Key Performance Indicators 2008 - 2012

Objectives	Strategies	Actions	Performance Indicators
1. Manage, develop, and enhance access to the collections.	1.1 Improve collections management policies and procedures in keeping with international standards	1.1.1 <i>Complete and implement a formal Collections Policy, (including acquisition, accession and disposal) with attendant manuals and procedures</i>	- Documentation Plan agreed by Board, April 2010. - Collections Policy agreed by Board, May 2008. Some manuals and procedures in place – Transfer of Title, Object Acquisition Forms and Object Entry/Exit forms.
		1.1.2 <i>Develop preventive conservation procedures</i>	Annual conservation audit (object condition check)
		1.1.3 <i>Develop regular object audits</i>	System for regular object audits (location control) in place -2 per annum since 2009.
		1.1.4 <i>Develop Fieldwork Policy</i>	- Number of field visits carried out - Fieldwork policy in place by end 2010

	1.1.5	<i>Complete Museums Standards Programme for National Museum of Ireland- Country Life</i>	• Accreditation achieved – Completed by 2012
1.2 Manage collections in a strategic manner	1.2.1	<i>Devise a documentation plan and complete an electronic inventory of all collections</i>	• Documentation Plan in place- April 2010. • Number of objects inventorised (120,675 to end of 2009)
	1.2.2	<i>Identify major gaps in the collections and implement a plan to address them using consultation and research</i>	• Gaps in collections addressed
	1.2.3	<i>Commence a programme of digital imaging of the collections. Develop a digitisation policy</i>	• Digitisation plan in place by end of 2012 • Develop GIS policy
	1.2.4	<i>Appoint an Archivist to review, update, and implement the Museum's archives report. Develop an archives policy.</i>	• Archivist appointed • Strategy and Policy adopted by Board • Recommendations of archives report acted upon • Policy developed by end of 2012
1.3 Make collections more accessible	1.3.1	<i>Develop an exhibitions strategy and policy for all 4 NMI sites.</i>	• Strategy for TP developed by mid 2011 • Exhibition strategy and policy adopted by end of 2012 • Programme of exhibitions completed
	1.3.2	<i>Complete a programme of exhibitions (including loans) for 2008 - 2012 to</i>	

include the following permanent exhibitions:

- *Exhibition of the Bender Collection 2008*
- *Exhibition of Faddan More Psalter 2011 including refurbishment of Treasury*
- *Development of core exhibitions of Irish History, Ethnography, and Geology which are to be housed in Central Block development will be considered in the context of NMI's Exhibition Strategy and Policy.*
- *Exhibition of Asgard 2011*
- *Review of Natural History exhibition space. Prepare plan for relabeling etc 2*

- End of 2012

1.3.3 *Make collections accessible online through the Museum website*

- Developed Systems, processes and standards, and formalised quantitative target/objectives
- 600 objects accessible online. Each division producing object priority list for online access. Develop Systems, processes and standards, and formalise quantitative target/objectives

1.3.4 *Work with appropriate partners to identify an appropriate location for the permanent exhibition of the national collection of horse-drawn carriages*

- Location for collections and exhibitions identified.

1.3.5 *Facilitate loans of Museum objects to other museums*

- No of loans 2008-2009:
No of requests – 22 (2008) & 16 (2009)

			No of loans that went ahead – 16 (2008) & 11 (2009)
	1.4. Assume new responsibilities and functions under the National Cultural Institutions Act, 1997.	1.4.1 <i>Devise efficient and effective mechanisms for issuing Export Licences for cultural objects</i> 1.4.2 <i>Engage with DTSC to delegate power to licence alteration of archaeological objects to the Board of the Museum</i> 1.5.1 <i>Review current consultation and licensing systems in operation in the Museum with respect to National Monuments legislation</i>	• Number of Export Licences for cultural objects issued. Development of online system -Autumn 2010. • Delegation effected in 2008 • Review completed April 2008 and more efficient service delivered –Ongoing. NMI recommendations included in review. Legislation submitted to Cabinet, April 2010. • Museum input into revised National Monuments Act.
	1.5. Ensure safeguarding of artefacts in the forthcoming amended National Monuments legislation	1.5.2 <i>Engage with DoEHLG (Department of Environment, Heritage and Local Government) on revision of National Monuments Acts</i>	
2. Broaden the Museum's public and improve their experience and ownership of the Museum.	2.1 Consult with stakeholders and evaluate programmes, exhibitions and other activities	2.1.1 <i>Consult and evaluate visitor experiences through quarterly market research and use results to improve Museum services – Resources no longer available.</i> 2.1.2 <i>Internal cross departmental visitor</i>	• Improved visitor services • Accessibility to Museum buildings, exhibitions, publications, and other communications to audiences

		<i>services groups established at 4 sites to consider and advise on visitor services.</i>	
	2.1.3	<i>Evaluate Education Programmes</i>	Evaluations carried out and findings used to enhance programmes
2.2 Improve access to the Museum's collections and services, and address barriers that may make it difficult for some people to access the collections	2.2.1	<i>Develop an Access Policy to provide for improved access to the Museum's collections and services, and seek new and innovative ways to provide access to the collections – Access Committee established to develop Policy and Strategy document.</i>	- Access Policy completed by end of 2010. - Implementations plan developed in 2011.
	2.2.2	<i>Carry out a review of front-of-house services and implement recommended changes to improve the quality of visitor and information services</i>	Review completed in 2008. Progress delayed due to industrial relations environment. Implementation plan to be developed in 2011 as part of Croke Park Agreement.
	2.2.3	<i>Ensure Museum information, exhibitions and publications take account of the requirements of people with special needs and make effective use of assistive technologies. This is part of Exhibition Strategy and Access Policy.</i>	Customer satisfaction levels

2.2.4	<i>Ensure that Irish and international languages are given due consideration. Audio guides to be put in place at all sites. Guide books to be put on website.</i>	• Irish Language Plan adopted • Audio guides introduced on a pilot basis in 2011 and throughout NMI sites by end of 2012 • Information in appropriate languages provided • Guide books on websites
2.2.5	<i>Revise the Museum website and use digitised resources to enable new opportunities for access and learning. Develop Explore and Learn sections on website.</i> <i>Website examined in terms of Access Policy.</i>	• Completed by Dec 2010. • No of visits to Explore and Learn section. • Accessibility of website improved.
2.2.6	<i>Implement the Museum's Education Policy and establish a programme of evaluation of the Museum's Education & Outreach services, in conjunction with the Museum's formal and informal audiences</i>	• Programme of evaluation adopted • Implementation Plan developed and being reviewed due to reduced resources in service. • Evaluating service on an ongoing basis.
2.2.7	<i>Engage with educational institutions to promote and enhance the use of Museum resources and expertise in the curriculum at primary, secondary</i>	• Satisfaction levels of teachers and other education professionals with the Education Programme • Increase in use of Museum as an education

and third level.

resource with curricula - Working with Marino Institute from Sept 2010

2.3 Broaden the Museum audience and improve appreciation of the Museum public	2.3.1 <i>Develop and implement a marketing programme including internet marketing</i>	• Successful implementation of marketing plan
	2.3.2 <i>Develop relationship with Tourism and Trade partners.</i>	• Relationships established with National, Regional and Tourism organisations and trade partners
	2.3.3 <i>Target key groups: particularly through exhibitions, education programmes, and other initiatives</i>	• Increased use of museum's service by key audience groups
3. Secure tenure of and enhance the Museum's buildings.	3.1 Secure the tenure of the sites occupied by the Museum	• Appropriate agreements signed and in place.
	3.1.1 <i>Sign appropriate legal leases and agreements with OPW – formalise service level agreements with OPW, bring issues to DTSC.</i>	
	3.1.2 <i>Work with the OPW in developing and implementing maintenance plans for all sites</i>	• Pre-programmed maintenance schedules in place for all Museum sites
3.2 Ensure the highest possible standard of facilities for staff, visitors and collections	3.2.1 <i>Work with OPW and DTSC to complete the planned programme of Capital Development at the National Museum</i>	

	<i>of Ireland with main priority addressing universal visitor access:</i> <i>Main projects are:</i> <i>The completion of Stage II fit out at the Collections Resource Centre including the provision of a Spirit Store, offices and research areas, Swords.</i> <i>The refurbishment of the remaining unused Blocks at Collins Barracks (e.g. Library/Archive and reuse of vacant parts of North Block for exhibition).</i> <i>Redevelopment of the NMI - Archaeology at Kildare Street</i> <i>Redevelopment of the Natural History Building, Merrion St in phases</i> <i>Central Block, Collins Barracks</i> <i>Prepare and implement plan for the National Museum of Ireland - Country Life</i>	• Works completed by mid 2011 • Plan prepared by June 2011 • Redevelopment plan considered and adopted by NMI. Planning permissions secured and tender documents prepared. • Phased plan developed and planning permission secured. • Planning permission secured and project ready to proceed. • Plan prepared end of 2011 • Access Audit recommendations addressed in 2011 once Access Policy is completed - end of 2010.
3.2.2	<i>Work with the OPW on implementing the recommendations of the Access Audits carried out in 2006. Continuously assess the Museum's</i>	

provision of universal access to its services and facilities and make improvements as required

3.2.3 *Provide dedicated research spaces to encourage greater use of the Museum as a place of further learning.*

- Dedicated research spaces available at Museum sites including Collections Resource Centre, Swords

3.2.4 *Audit existing spaces taking development of Collections Resource Centre at Swords into consideration*

3.2.5 *Implement Museum's storage plan for the new Collections Resource Centre. Relocate Natural History Collections from Beggars Bush and Folklife Collections from Daingean by end of 2011*

- Number of objects/collection re-housed in the new CRC.

3.2.6 *Develop excavations Resource Centre in co-operation with DoEHLG*

- Partnership arrangements agreed and Excavations Resource Centre open and operating

4. Strengthen the Museum as a centre of research and learning and

4.1. Develop the Museum's research programme on the

4.1.1 *Devise a research policy for the Museum*

- Research policy in place by end of 2012

as an advocate for the wider role of heritage, culture and natural history.

collections	4.1.2	<i>Strengthen the Museum's overall research and publication programme, prioritising areas of research</i>	Number of research papers published by Museum staff – 54 in 2008; 57 in 2009
	4.1.3	<i>Record and evaluate the use of research facilities in order to improve these services</i>	Accurate records of research facilities usage
	4.1.4	<i>Establish further partnerships with third level institutions to encourage collections- based teaching and research</i>	Partnerships established with key third level institutions
	4.1.5	<i>Actively participate in specialist subject networks</i>	Number specialist subject network links established – CoBid, NCAD
	4.1.6	<i>Continue to publish titles in the Medieval Dublin Excavations and Academic Monograph series</i>	Programme of titles in place for 2010-2014
	4.1.7	<i>Complete and publish major research studies on the Museum's medieval antiquities</i>	Programme of titles in place 2010-2014.
	4.2.1	<i>Establish further links with key organisations and media involved in culture, heritage and natural history</i>	Profile of Museum raised in national fora and media – Need to monitor and evaluate impact.
4.3 Promote the value of museums	4.3.1	<i>Develop links with other museums in Ireland</i>	Number of links and networks established

and abroad

4.3.1 Develop links with other museums in Ireland and Abroad

4.3.2 Develop and participate in networks in Ireland

- Number of links and networks established.

4.4 Continue to develop the Museum as a leading centre for life-long learning

4.4.1 Appoint Head of Education and Interpretation and address the restructuring of the Education Department in order to deliver the Museum's Education Policy and service. Develop specific restructuring plan to deal with current situation of significant staff shortages.

- Head of Education appointed and restructuring plan implemented.

4.4.2 Implement the Museum's Education Policy

- Education Policy implemented- Implementation Plan developed

4.4.3 Provide more audience-centred exhibitions and learning programmes – part of Access and Exhibition policies

4.4.4 Develop existing collaborations with agencies in both formal and informal education sectors

- Working group established with Department of Education & Science
- Number and quality of collaborations established

4.5 Ensure that the Museum's Education & Outreach service is accessible to all

4.5.1 Establish and implement a system of evaluation for a selected number of

	audiences		<i>exhibitions and education programmes – Evaluation process to be part of exhibition process</i>	• Number of evaluations published
		4.5.2	<i>Publish selected evaluations of education and outreach provision</i>	
	4.6 Enhance access to and knowledge of the collections through electronic media	4.6.1	<i>Redesign Museum website – Maintain and improve functionality and content through all departments using CMS. Provision of controlled access to internal database systems for researchers</i>	• Website redesigned and maintained • Quantity and quality of information/web pages on the different collections • Number of website visits to specific exhibitions and collection pages.
5. Strengthen the Museum's internal capabilities.	5.1 Ensure that adequate financial and staff resources are secured to maintain and develop Museum services	5.1.1	<i>Negotiate adequate resource levels to meet the demands on the organisation with DTSC and the Department of Finance</i>	• Adequate resources secured
		5.1.2	<i>Negotiate with DTSC to ensure the timely announcements of budgets to enable the Museum to plan on an annual and multi-annual basis</i>	• Financial resources secured and changes in timing of DTSC funding decisions
		5.1.3	<i>Develop and implement a fundraising strategy to include measures to attract commercial sponsorship and philanthropic support for major projects that provide added value. The strategy would also address income generation and fundraising events – Reviewing this in current</i>	• Review strategy with Department • Fundraising strategy implemented • Increase funding from other

	<i>economic climate.</i>	areas
5.2 Build the skills and sustain the commitment of staff through development of professional practice	5.2.1 <i>Develop a HR Strategy to include recruitment, induction, PMDS (Performance Management & Development System), training, mobility and equality of opportunity – training officer post lost.</i> 5.2.2 <i>Further develop and implement systems of performance measurement using PMDS</i>	• HR strategy implemented by mid 2011 and reviewed annually thereafter. • Devise, implement and monitor a tailored programme of support, appraisal and training for staff
5.3 Achieve higher public service status for Director's position	5.3.1 <i>Review with Museum Board, DTSC and Department of Finance current position. (As Head of the largest national cultural institution and the most concerned with Ireland, the Director manages 3 Principal Officers and 9 Keepers/ Assistant Principal Officers across the Four sites and is the named officer in several acts. The 130 year old post should be restored to its pre-independence status and not be equated to Principal Officer 1)</i>	• Further review of current position carried out • Position upgraded
5.4. Improve the Museum's internal communications systems	5.4.1 <i>Partnership Committee meetings will provide a forum to ensure staff input into Museum policy and operations. Posting of Management Committee minutes on intranet.</i>	• <i>Development of Communication Structure.</i> • Partnership meetings were not held due to industrial action. • Number of appropriate policies agreed through

		Partnership.
5.5 Ensure effective governance and accountability frameworks are in place	5.5.1 <i>Complete and implement a Risk Policy and Risk Register</i>	• Risk Policy implemented and Risk Register reviewed
	5.5.2 <i>Develop and implement an integrated Disaster and Business Continuity Plan incorporating the existing Collections Disaster Plan, emergency plans and procedures, IT back up plans, Health and Safety statements, risk register and other appropriate plans and procedures.</i>	• Integrated Disaster Plan and Business Continuity Plan implemented and appropriate procedures in place – December 2011
	5.5.3 <i>Continue with Internal Audit Plan under direction of the Board's Audit Committee</i>	• Audit Plan recommendations implemented
	5.5.4 <i>Ensure compliance with relevant legislation (including public sector legislation), codes and guidelines</i>	• Governance and ethics procedures implemented and reviewed
5.6 Exploit capacity of ICT to deliver Museum services	5.6.1 <i>Develop ICT strategy and continue to implement new developments in ICT to support improvements in work flow, communication, access and management of collections</i>	• ICT strategy formalised by September 2011

5.6.2 *Develop Intranet*

- Platform chosen by mid 2009.
- Intranet template developed by end 2009 and deployed to several departments by end 2010 and all departments in 2011.
- % of Number of documents transferred from Exchange server public folders to the Intranet
- % of department using the Intranet to collaborate more effectively

5.6.3 *Redesign Website, Implement CMS and Analyse Opportunities and Limitations of Website in getting new audience and in interacting better with existing audiences (Profiling and satisfaction survey, requests for suggestion).*

- Results of online survey and comparison with past on physical site surveys (Difference between website and physical site visitors, degree of satisfaction, expectations and opportunities)
- Increase in audience and increase in quality of interaction with existing audience

5.6.4	<i>Overhaul Infrastructure to cater for next 5 year inventory requirements, better cross geographical site communications and for DR requirements</i>	• Virtualised Servers • Replication across sites • Backup to disk to tape • DR Documents • Video Conferencing Platforms implemented and in common use
5.6.5	<i>Join and support the use of outsourced services and systems commonly used by different government departments and public agencies (Killarney Shared Services/Oracle Financial; HRMS)</i>	• Systems operational • % availability • User Satisfaction • Value for Money • Low degree of demands on ICT local team
5.6.6	<i>Centralisation of data and automation of organisational processes</i>	• Widening of scopes of existing systems • Degree of automated documenting of processes • Degree of reuse of data in different medium • Degree of reuse of data across departments • Reports and Data Mining

5.6.7 *Modernisation of user platforms*

- Upgraded Office Software
- Number of Trained Users to New Version
- Upgraded Operating Systems
- Number of users trained or skilled to ECDL level

5.6.8 Review quality, technical specification and relevance of interactive presentations and public facing electronic media usage

- Digital Signage introduced and effective in increasing public awareness for events and promotions
- Calendar of Events automated and reuse in different media (online, PDF, print, digital signage)
- Participation of local ICT Team in new exhibition from start to end
- Degree of availability of Gallery interactive presentations
- Degree of Public satisfaction