

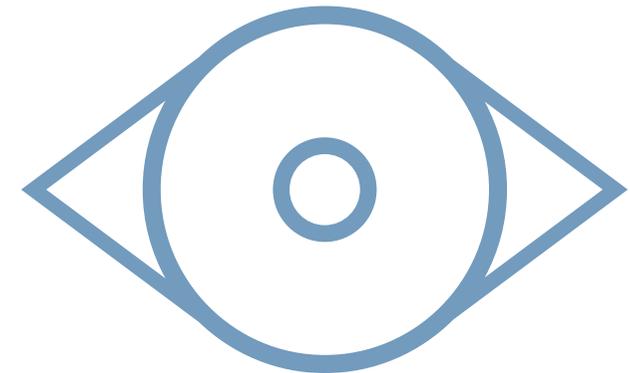
Strategic Plan 2019–2022

Building Capacity, Driving Change



Our Vision

The National Museum of Ireland's vision is for a museum of international quality and standing, rightly positioned and valued at the forefront of Ireland's cultural life, by preserving and presenting the stories of Ireland and its place in the world.



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From Master Vision to Strategic Intent

The National Museum of Ireland (NMI) is entrusted to collect, curate, preserve and interpret the best collections in the world relating to Ireland, presenting a fully-rounded history of the life of Ireland over millennia.

We hold and tell the story of how the cultures of the world came to us in Ireland, and how the culture of Ireland was brought out into the world.

Engaging over one million visitors annually with a national collection of outstanding significance globally, we deliver a diverse range of exhibitions, events and learning programmes. The organisation comprises an engaged and committed Board and team spanning many disciplines and areas of expertise. As the custodians of Ireland's material culture and scientific collections, we

recognise the privilege and responsibilities of this role – from stewardship to interpretation. We have ambition for our collection, our staff and our buildings. This strategic plan, *Building Capacity, Driving Change* represents the first phase of delivery of our Master Vision, *Connecting our Past and our Future*, which was published in May 2018.



Objectives of the Master Vision & Strategic Plan

Recognising the significant developments required within the NMI to realise our collective ambition, our 15-year Master Vision set out the following objectives for change to be achieved through three strategic plans, of which this is the first:

- Organisational change that enables the NMI team to achieve our vision
- Investment in research, learning, innovation and digitisation to enable the NMI extend its reach
- A strategic and sustainable working relationship with key partner agencies, including the Department of Culture, Heritage and the Gaeltacht, Department of Public Expenditure and Reform, Office of Public Works (OPW), Creative Ireland, Houses of the Oireachtas and fellow cultural institutions
- The proactive development of regional partnerships to deliver a truly national service
- Ensuring professional standards in collections care

With this first strategic plan, the NMI recognises its success to date and seeks to lay the foundations for greater and sustainable growth into the future. This plan will drive change within our organisation making it fit for purpose for the demands of a 21st century museum. The plan recognises that, to achieve our ambitious vision, we need to reflect on our learnings to date, significantly build capacity and deliver on clearly outlined, measurable and achievable objectives.

The Values We Bring to Everything We Do

We will navigate the delivery of this strategic plan through a deep commitment to our organisational values. These five values provide the principles by which we deliver our mission and vision, how we welcome our visitors, conduct our research, produce exhibitions, and fulfil our statutory and corporate responsibilities.

Stewardship

We are responsible for the professional care and interpretation of the national collections, informed by rigorous research, scholarship and staff expertise.

Accessibility

We are for everyone. We will ensure our collections and activities are wide-reaching and will seek to engage new audiences. We aim to provide universal access across all our sites and services.

Innovation

We aim to increase our capacity to share our collections across physical and online platforms, exploring innovative ways of collaborating across education, research, arts and humanities, museum studies, economic development and science.

Collaboration

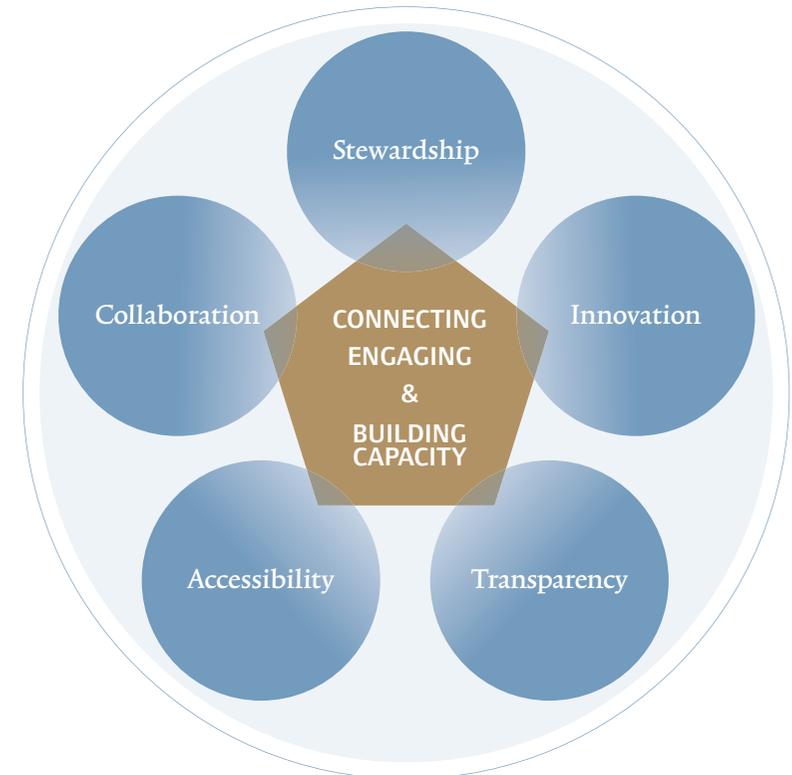
We will work with organisations and communities to maximise our impact and increase our interaction at local, national and international level.

Transparency

We strive to deal openly with all and operate strong corporate governance and compliance principles. We hold the collections on behalf of the people of Ireland and we provide a lens for our visitors to gain perspectives on the future while enhancing understanding of our past.

This strategic plan was developed through a collaborative process with the NMI team, Board and stakeholders. The three pillars identified reflect the collective experience and knowledge of our organisation, and will provide guidance for our activity over the next four years. Each pillar outlines key areas of focus and objectives which will be further expanded and delineated through operational

plans across the NMI's departments in the first phase of implementation. The capacity pillar will be prioritised operationally underlining our belief that significantly growing the resources (financial, staffing, buildings) of the NMI is the key enabler to ensuring the success of the 15-Year Master Vision.



Pillar 1 – Capacity

Area of Focus	Objectives
Priority – NMI Team	
1 Driving Change	<ul style="list-style-type: none"> A Design and implement organisational structures appropriate to a contemporary national museum B Review all staff grades and job descriptions, to deliver a programme for change that develops and strengthens the team's ethos and spirit C Establish a strategic development steering group, working both reactively and proactively, to develop and deliver expertise in fundraising, project management, operations, stakeholder management, as well as benchmark successful projects to establish best practice
2 Maximise Skills and Expertise	<ul style="list-style-type: none"> A Develop a continuous professional development programme for all staff B Carry out a skills-analysis and set targets for learning and skills development that responds to gaps identified, thereby fostering the highest standards through investment in our staff
3 Grow & Diversify the Team	<ul style="list-style-type: none"> A Grow the NMI team to the scale commensurate to ensure we achieve the objectives of the Master Vision B Develop a workforce plan and recruitment policies aligned with our values, and based on an analysis of the skills and diversity of the team C Work on broadening the diversity of the team to reflect the diversity of Ireland's population

Area of Focus	Objectives
Priority – Buildings	
1 NMI – Natural History	<ul style="list-style-type: none"> A Design, develop and initiate the redevelopment and refurbishment project for the NMI – Natural History B Revamp the exhibition areas and interpretation services C Develop a case study and implementation model from the NMI – Natural History project, to learn from its success, and replicate the process at our other sites as best practice
2 Collections Resource Centre (CRC)	<ul style="list-style-type: none"> A Prepare a detailed development and control plan for the CRC to address all risks documented in 2018 B Design, develop and initiate a new brief for CRC providing long-term sustainable solutions for NMI collections, our duty of care, and customer access needs C Develop bespoke facilities for care of collections, ensuring access for research, education, and public enjoyment while adhering to security protocols appropriate to reserve collections' access
3 Consolidation of Existing Building Assets	<ul style="list-style-type: none"> A Secure a Memorandum of Understanding (MoU) with Office of Public Works (OPW) that builds on our relationship, provides a safe physical work and visitor environment, and sets out a compelling vision for all NMI sites B Prioritise and commence the refurbishment of the rotunda roof and mosaic floor in NMI – Archaeology. Initiate improvements in accessibility and exhibition capacity C Develop a masterplan for NMI – Decorative Arts & History and begin implementation D Develop a masterplan for NMI – Country Life and begin implementation E Develop a masterplan for NMI – Archaeology and begin implementation

Pillar 2 – Collections

Area of Focus	Objectives
Priority – Systems	
1 Resource Management	<ul style="list-style-type: none"> A Prepare for and begin implementation of the Financial Management Shared Services Project B Review our existing business model and develop more diverse streams of income aligned with the ambitions and scale of our Master Vision C Increase overall income from public, private and earned sources, and develop an NMI-wide commercial and retail strategy
2 IT & Connectivity	<ul style="list-style-type: none"> A Deliver publicly accessible WiFi at all NMI sites B Carry out a risk assessment of all ICT systems and put in place an action plan in response C Review and assess our internal communications and project management systems, and develop new tools and systems to respond to the challenges of our multi-site nature while ensuring knowledge sharing and collaboration
3 Corporate Governance	<ul style="list-style-type: none"> A Develop better systems to respond to our statutory role as set out in the National Cultural Institutions Act (1997), National Monuments Acts (1930 to 2004) and National Archives Act (1986) B Develop intuitive processes to enable the compilation of corporate documents to align with the Code of Practice for the Governance of State Bodies (2016) C Stress-test our compliance ensuring all policies are up to date, and make changes where compliance fails or falls short

Area of Focus	Objectives
Priority – Achieving Excellence	
1 Collection Care	<ul style="list-style-type: none"> A Design an organisation-wide collections project which creates new protocols for the care and handling of collections, with a particular focus on preventative conservation, rigorous research and expertise B Ensure capacity is in place to deliver cross-departmental participation in collections' care and management and recording of new practices
2 Interpretation	<ul style="list-style-type: none"> A Create the resources and expertise needed in exhibitions development and project management, to deliver on audience needs through the latest theory and practice in interpretation B Develop a cohesive exhibitions policy and procedure
3 Museum Standards Programme Ireland (MSPI)	<ul style="list-style-type: none"> A Mobilise the MSPI accreditation process to release resources and enable change B Work to achieve MSPI accreditation within the timeframe of this strategic plan
Priority – Digitisation	
1 Increasing Accessibility	<ul style="list-style-type: none"> A Design, develop and initiate an organisation-wide strategy for the long-term delivery of digital online collections B Procure and put in place critical systems for the delivery of Phase I of the digitisation of NMI's collections
Priority – Inventory Project	
1 Stewardship of the Collection	<ul style="list-style-type: none"> A Deliver Phase II of the Documentation (Inventory) Project B Design and develop a sustainable strategy for the documentation of the collection into the future

Pillar 3 – Engagement

Area of Focus	Objectives
Priority – Programming	
1 Exhibitions	<ul style="list-style-type: none"> A Develop and implement a process-led approach to exhibition planning and development, including major exhibitions and themed displays B Develop and implement interpretation and branding protocols for exhibitions and displays, both permanent and temporary C Develop a masterplan for the improvement of existing permanent displays, enabling the development of compelling cases for support and investment D Complete the design for the History of Ireland series of galleries within the Decade of Centenaries (by 2023), opening an exhibition on the Foundation of the State for 2022
2 Learning Programmes & Resources	<ul style="list-style-type: none"> A Develop Learning programmes linked to specific critical communities and audiences of focus for each NMI site B Strengthen cross-departmental collaboration between public programming and exhibition development C Develop and document research learning projects and models of participatory practice and communicate findings with the arts and cultural sector
Priority – Communications	
1 Branding & Identity	<p>Develop an identity for NMI that addresses:</p> <ul style="list-style-type: none"> A Lack of cohesion between sites and the naming protocols of each B Better positioning of each site within its locale C Improved wayfinding on site and assisting audience engagement
2 Audience Research	<ul style="list-style-type: none"> A Carry out extensive audience research B Leverage this new research to develop and implement communications plans, programmes and offerings that speak directly to new and under-represented audiences

Area of Focus	Objectives
3 Digital Platforms	<ul style="list-style-type: none"> A Complete and roll out the new NMI website B Develop and roll out a digital strategy for NMI encompassing new forms of exhibition interpretation and social media strategies
Priority – Collaboration	
1 Internal Collaboration	<ul style="list-style-type: none"> A Establish a framework of best practice for cross-departmental collaboration B Define and establish a minimum of four cross-departmental projects in areas of strategic focus that enhance and enable internal collaboration, such as the strategic development steering group or the organisation-wide collections project
2 Enabling Partners	<ul style="list-style-type: none"> A Develop and deliver an agreed programme of work with OPW for all NMI sites B Engage regularly with Department of Culture, Heritage and the Gaeltacht, and the Department of Public Expenditure and Reform, ensuring a strong collaborative relationship C Engage and connect with partners in local, national and international government and State agencies
3 Strategic Partners & Stakeholders	<ul style="list-style-type: none"> A Increase our working partnerships with regional museums, universities, research centres and other cultural organisations in relation to loans from our collections B Review and improve the engagement process for both NMI and local museums C Develop engagements that support the implementation of Culture 2025, Heritage Ireland 2030 and the pillars of Creative Ireland D Establish a group of up to 50 key stakeholders and experts to operate as an advisory group providing external perspectives meeting two to three times a year E Resource and identify opportunities for the development of philanthropic, corporate and patronage investment

Implementation

The pillars of this strategic plan will be realised over the next four years through a comprehensive implementation and operational programme. Built around the collective plans of each area of NMI, as well as via cross-departmental projects, the operational programme will outline the key enablers (including staff, finance, project management and new operational structures) necessary to achieve our ambitions. For *Building Capacity, Driving Change* to realise its objectives, it is crucial that NMI secures a significant increase in staff and financial resources, which are the critical enablers of this strategic plan.

The operational programme will also detail the expected outcomes and impacts; include an evaluation matrix; as well as establish and activate an accompanying strategic development steering group with ownership of specific pillars and areas of focus spread throughout the organisation.

We are committed to a quarterly progress review each year, commissioned by the steering group and monitored by Board sub-committees, as well as evaluation and impact assessment through our annual reporting process. *Building Capacity, Driving Change* is foremost a living document that will provide direction and guidance to the NMI Board and team enabling us to effectively begin the process of achieving our 15-year Master Vision.



Ard-Mhúsaem na hÉireann /
National Museum of Ireland
www.museum.ie
+353 1 6777444