

National Museum of Ireland

Telling the Story of Ireland

STRATEGIC PLAN 2014-2017

Foreword

Our Vision

To be an outward-looking, people-focused and creative National Museum

The National Museum of Ireland holds its collections in trust for the nation, with a unique responsibility for the rich material culture of Ireland and its peoples and the natural history of our island. Our new vision aims to put people - visitors, staff and partners - at the centre of all that we do and engage with them in new and creative ways.

Our Mission

To collect, care for, manage and interpret the collections we hold in trust and make them accessible to everyone for inspiration, learning and enjoyment

Our mission has been amended to set out the National Museum of Ireland's role more succinctly, reflecting changes in contemporary museum practice.

Our Values

Authenticity: manage, care for and use the collections to create experiences that are informed by rigorous research, scholarship and staff expertise

The Museum will focus on real objects and ensure that its work is based around its unique, original collections to produce a service that is authoritative, professional and authentic as is expected of a national cultural institution.

Public Service: provide a first-rate, sustainable, efficient and effective service to the public

As a publicly-funded institution, the Museum is committed to its public service role and to communication in the two official languages as well as in other languages for which there is a significant service-demand.

Innovation: seek new ideas and new ways of working

The Museum will encourage and foster new and innovative approaches and creative thinking.

Inclusivity: reach wider audiences and facilitate enquiry to provoke questions, encourage debate

The Museum will strive to expand its audiences and act as a forum for debate.

Collaboration: facilitate collegiality internally, and work in partnership with external bodies

We recognise the importance of teamwork, collaboration and the development of partnerships to ensure the success of this strategic plan.

Respect: value staff, their commitment and potential

The Museum recognises its staff as its key asset and will strive to create a positive working environment where our staff feel motivated and committed.

Openness and Transparency: deal openly with all

The operations of the Museum will be carried out in an open and transparent way. This value will extend to access to the collections and information relating to them.

Introduction

As a national cultural institution, the National Museum of Ireland has a unique responsibility for the natural history of Ireland and for the rich material culture of its peoples. It plays a central role as a source of education and knowledge of Ireland's culture and natural history and of its relationship to the wider world, making its collections available to audiences at home and abroad.

Ranked as one of The World's 50 Best Museums¹ in 2013, the National Museum of Ireland has been the custodian of 10,000 years of Ireland's portable heritage and its natural history since 1877. We are Ireland's largest national cultural institution, holding an estimated 4 million artefacts and specimens. We are responsible for four museums across the country as well as a Collections Resource Centre, together amounting to some 60,000 M² of space. The Museum is staffed by 145 dedicated personnel. It attracts over 1m visitors annually and over 135,000 participants to its learning and education programmes. In 2013 it attracted over 450,000 web visits. Over the years, we have won awards for best museum, exhibition and best collections care, as well as for our education programmes and conservation projects.²

We preserve and conserve where appropriate the heritage of the nation, provide public access to the national collections, educate and raise awareness of our natural environment, culture and history, and undertake academic research.

The Collections

The Museum is the custodian of much of Ireland's heritage. Its collections are part of the story of humanity's search to understand the world we live in. They encompass a broad range of disciplines, including archaeology, decorative and applied arts, history, ethnography, folklife and natural history. Together, these are the most extensive, valuable and complex multidisciplinary collections in the State.

¹ *The Times*, London, May 11, 2013. <http://www.thetimes.co.uk/tto/arts/visualarts/article3761376.ece>. The National Museum of Ireland was the only Irish museum to be included in the list.

² Museum of Country Life, Heritage Council/Gulbenkian Foundation Museum of the Year 2001; Best Education and Outreach Project, Heritage Council/ Gulbenkian Foundation Museum Awards 2001; Interpret Ireland Award 2002; Europa Nostra/ICOM Best in Heritage Award 2003; Heritage Council Best Access and Outreach Initiative 2003 and 2004; Education service, Museum of Country Life, Sandford Award, 2004, 2009 and 2014; *Soldiers and Chiefs* Exhibition: Best Exhibition Award, Heritage Council 2009; Heritage Council Best Collections Care Award 2000, 2002 and 2004; Heritage Council Conservation Award 2009.

The Museum's collections hold a unique place in the national consciousness and they have local, national and international significance. Many objects are associated with particular places, persons or historical events in Ireland, objects with which individuals and local communities have formed a special bond and a sense of ownership.

The Museum is also an important repository of global heritage with significant collections of material representing world cultures, notably from Asia as well as from the Pacific, Africa and the Americas, some of which (such as the Pacific material collected during Captain Cook's voyages) is of international significance.

Parts of the collection pre-date the foundation of the National Museum in 1877 and were assembled by private collectors and public collections as far back as the close of the eighteenth century. They include the scientific collections of the Royal Dublin Society and the collection of antiquities assembled by the Royal Irish Academy. Some of the Academy's collection was acquired from custodians in whose family they had been for centuries.

Governance

Founded under the Science and Art Museum Act 1877, the National Museum of Ireland was established as an independent statutory body with an autonomous Board under the National Cultural Institutions Act 1997 in May 2005. The Board is comprised of a Chairperson and fifteen ordinary members. Board members are appointed by the Minister for Arts, Heritage and the Gaeltacht, two of whom are nominated by the Royal Irish Academy, two by the Royal Dublin Society and one by the staff of the Museum. The Museum is funded through an annual grant-in-aid received from the Department of Arts, Heritage and the Gaeltacht (DAHG). It generates additional funding through corporate activities – catering, retail services, rental of museum spaces and through charging for some services. As a registered charity, it welcomes donations from individuals and corporate taxpayers.

In October 2012 the Minister for Arts, Heritage and the Gaeltacht announced a programme for change for organisations funded by his Department as part of the Government's Public Service Reform Plan. In the case of the National Museum of Ireland and the National Library this included a plan to replace the Boards of the National Museum and of the National Library with a single Advisory Council for both the National Museum and National Library. Such an Advisory Council would not or could not be nearly as effective as the Statutory Boards currently in place at the National Museum

and National Library since 2005. The current Board structures at both the National Museum and National Library have real and effective statutory powers and functions of governance as defined in the National Cultural Institutions Act 1997. These powers are so defined that matters of policy and governance are determined by these statutory independent Boards which provide for and ensure the delivery of the best and most effective form of governance and leadership for these institutions. The independent Boards of the National Museum and National Library bring to these institutions the exercise of effective statutory powers and functions that could not possibly be matched by an Advisory Council. Consequently, and because of the widespread poor reception, including from all interested outside parties, of the proposals to abolish the Boards of the National Museum and the National Library it now appears that plans to abolish the Boards of these two institutions is unlikely to take place and this is seen as a wise and welcome position to adopt.

The Museum has four public sites: three in Dublin – Kildare Street (Archaeology); Collins Barracks (Decorative Arts and History); Merrion Street (Natural History) and Turlough Park, Castlebar, Co. Mayo (Country Life). We are developing a Collections Resource Centre at Swords, Co. Dublin which will be used to house collections currently in off-site premises at Beggars Bush and Inchicore, Dublin; Daingean, Co. Offaly and Lanesboro, Co. Longford.

ACHIEVEMENTS 2008-2013

The National Museum's previous strategy was published in 2008, immediately prior to the global financial crisis. The challenges faced by government in stabilising the national finances had significant implications for the National Museum and its ambitious plans for the period to 2013.

In spite of the challenges the new economic reality posed for the Museum, its staff delivered on substantial elements of the plan. The achievements during the period 2008-2013 include the following:

- A **35%** increase in visitor numbers since 2008 with some **1,071,193** visitors to our four sites in 2013.
- **Renovation of the Natural History Museum**, attracting over **1 million visitors** between its reopening in 2010 and mid-2013.

- A **20,000 m²** state-of-the-art Collections Resource Centre established at Swords, Co. Dublin in 2010 to cater for storage and access to our reserve collections.
- **569,400 people** participated in our Education services and programmes between 2008 and 2013.
- An over **100%** increase in website traffic to **450,000** visits per annum.
- **Five new permanent exhibitions** established:
 - The Albert Bender Collection: A Dubliner's Collection of Asian Art
 - Reconstructed Rooms: Four Centuries of Furnishings
 - *Asgard*: From Gun-Running to Recent Conservation
 - The Treasury: Celtic and Early Christian Ireland
 - Straw, Hay and Rushes
- **32 temporary exhibitions** covering a wide range of themes and subjects across our four sites.
- **70 collaborations** with museums and institutions, nationally and internationally through loans from our collections.
- **A number of major conservation projects** including the Faddan More Psalter, an illuminated manuscript of c.800AD and *Asgard*, Erskine Childers' historic gun-running yacht.
- **75,000 images** digitised from our photographic collection as a result of the development of a new Digital Asset Management System.
- Over **250 publications**, both academic and popular, produced by our staff.
- The initiation of a five-year Documentation Plan. This includes an inventory of the core collections for which **500,000 records** have been validated to date.
- Continued development of our Conservation Department as a world leader in the conservation of artefacts from wetlands.
- Significant acquisitions included a stained glass panel, 'The Unhappy Judas', by Harry Clarke; a hoard of Bronze Age gold ornaments from Coggalbeg, Co. Roscommon.
- International and national awards including:
 - Best Exhibition, Museum of the Year awards (2009) for *Soldiers and Chiefs: The Irish at War at Home and Abroad, 1550-2001*.
 - Sandford Award for excellence in museum education (2009), for NMI-Country Life.

- Media coverage with an advertising equivalent value of to the value of **€3,623,250** generated across all platforms: TV, radio and newspapers (2011-2012).
- **€630,000** of revenue generated through corporate hospitality, sale of photographic rights and reproductions, guided tours and donations since 2008.
- Audio guides in **six different languages** were made available for the new Treasury, with a grant of €70,000 from the Department of Arts, Sport and Tourism.
- Continued provision of training and development for staff through the Refund of Fees Scheme.
- Continued development of an active programme of volunteers and interns. Some **51 volunteers and interns** worked with us in 2013.
- Continued building external partnerships in areas such as learning, marketing and media, research bodies and institutions, local authorities and government departments and agencies.

CHALLENGES

The economic crisis and its aftermath

The current political, economic, social, technological, legal and cultural environment in which the Museum operates poses particular challenges for the institution, in particular Government cutbacks in public expenditure and public service numbers and the increased competition for diminishing resources among publically-funded cultural bodies. Since 2008, the Museum's annual grant-in-aid has been cut by 40% - from €19 million in 2008 to €11.5 million in 2013 and is expected to decline further. Staff numbers have declined by 27% since 2008 - from 200 to 145 currently. Of this staffing complement, 134 are within the Government's Employment Control Framework (ECF) which the Museum was required to reduce to 136 by the end of 2014. The remaining staff work in the Museum's retail service and are not currently included in the ECF returns. The Museum's position is that the position of these staff should be regularised and we are working with our parent department to address this.

At the same time, the Museum's fixed costs for essential expenditure such as maintenance, security and utilities have increased, leaving little room for discretionary spending on programming and collections development and capital projects. The development of Phase II at Collins Barracks which had reached planning stage in 2008 was cancelled. So was the planned re-developments of the Natural History building on Merrion St and the Museum of Archaeology, Kildare St., which would have addressed universal access and long standing limitations of these nineteenth-century buildings.

There is an expectation on all cultural institutions to diversify sources of funding, collaborate in the provision of shared services, make their collections more accessible and contribute to education and to cultural and regional tourism. The Museum will need to be realistic in what it can achieve within the constraints of reduced public funding.

Raising awareness and understanding of the value and importance of the National Museum in modern Ireland

Ireland in the early twenty-first century is an increasingly more diverse, pluralist, and globally-oriented society. Technology, the internet and social media have broadened horizons and raised expectations of cultural institutions. At the same time, the range and quality of cultural and leisure alternatives have increased over the years. As a result, the Museum faces the challenge of sustaining the interest and attention of current and future generations. Conveying the richness of the story we have to tell is a significant challenge over the coming years. The Museum operates as one of several leading cultural institutions in the State. As such it needs to take an advocacy role with government to seek the creation of a holistic policy framework for the heritage sector in Ireland.

Preserving the collections and telling the Story of Ireland

The Museum has accumulated invaluable collections since its establishment, collections which collectively tell the 'Story of Ireland'. Since its foundation, the Museum has lacked the resources required to adequately house, conserve, document and display the full extent of its holdings. As a result much of the collection was stored in sub-optimal conditions. The scale, complexity and variety of the collections pose significant challenges in terms of curation, conservation, storage and security. For the first time in decades, the 2000s saw growth in the resources available to the institution and an expansion of the sites, activities and scale of the Museum. The boom also generated a substantial growth in the discovery of archaeological artefacts through excavation, which are now the responsibility of the Museum. While progress has been made in recent years to put in place the highest standards of storage, major challenges remain and the bulk of the collections continue to be stored in less than ideal circumstances. As a result, their potential has not been fully maximised.

Strengthening our capacity for change

The Museum has undergone extensive change over the last decade, initially based on rapid expansion during the 1990s and early 2000s and more recently contraction as a result of the financial crisis. The period involved not only physical expansion but also the establishment of important new functions and the broadening of the role of the Museum to meet the demands of the new century. This required change throughout the organisation. The process of embedding this change however was not complete when the crisis of 2008 struck. Since then, the need for government to stabilise and restore the national finances resulted in a major reduction in budgets and staff numbers. If the Museum is to deliver on its strategic goals, it will depend on the commitment of staff and a strong capability to manage change. This will require leadership, a shared vision for the Museum and a strong sense of common purpose.

Embracing change and adapting to the future

The role of museums and how they engage with the public they serve is changing rapidly. Increased use of mobile technology and the requirement for cultural content to be accessible on new communications platforms have implications for how the public access and engage with the collections. Developments internationally are setting new standards of best practice and raising the bar in terms of the value museums provide across a wide range of audiences with often very diverse needs and expectations. These changes pose challenges for the Museum in terms of marketing, communications, IT and technology infrastructure, physical infrastructure, organisational effectiveness and standards.

OUR GOALS

Arising from the challenges outlined above, the National Museum of Ireland will concentrate on four strategic goals over the lifetime of this Strategic Plan. We have developed a set of strategic objectives for each of the goals to deliver on the Museum's vision and mission over the next four years. The goals and strategic objectives are interlinked and should not be viewed in isolation.

- **Establish the Museum at the forefront of Ireland's cultural life**

- **Protect and make accessible the national collections and ensure their future survival**
- **Develop a sense of common purpose and foster an organisational culture that is motivating and inclusive**
- **Embrace change and devise a model for the Museum appropriate to the conditions and challenges of the early 21st century**

Goals 1 and 2 are the Museum's response to the challenges ahead: raising awareness of the Museum, its collections and the work it does is essential to ensuring that we receive the support to deliver on our mission and vision. Goals 3 and 4 address the transformational change which the Museum will need to undertake to ensure that the previous goals are achieved.

The sections below outline the importance of each goal along with a set of strategic objectives. A list of specific actions to achieve these strategies is set out in a separate Implementation Plan.

GOAL 1: Establish the National Museum at the forefront of Ireland's cultural life

Rationale/Why this goal is important

Our collections are by far the most extensive and wide-ranging in the State and collectively our four sites attract more visitors than any other cultural institution. We have a national remit which includes a unique responsibility to collect, care for and present the material culture and natural history of Ireland to the people of Ireland and to the world. The collections incorporate the collective memory of our ancestors, allowing us to make real connections with the past. They have the potential to illustrate the diverse stories of our people.

The Museum enjoys widespread public support and there is a sense of ownership and pride in its collections and in what it does. It is a respected national authority on heritage and its collections and staff play a key role in research and scholarship, education and learning and informing public debate on cultural matters in a multitude of disciplines – archaeology, history, cultural history, natural history, education, conservation and museum practice. It makes a valuable contribution to the social and cultural development of Ireland and acts as a source of inspiration for the creative, cultural and education sectors. At the same time, the Museum also recognises its potential to contribute to the economic development of the country. It is estimated that the Museum of Country Life brings an

estimated €7 million into the Mayo region while the Museum in supports 12 additional jobs directly and a further 30 indirectly through ancillary services.

Over the coming years, the Museum will build on this position to raise public awareness of the institution, its collections and what we do.

The Museum will work to strengthen its position as a national museum, as an advocate for education and culture and as an ambassador for Ireland. It will continue to develop a strong sense of advocacy among its own staff, its Board and external partners. Such advocacy should stress the educational role of the Museum and the research potential of the collections to enhance our knowledge of the past and the natural history of Ireland.

Our Strategic Objectives

1.1 Communicate and promote the role of the Museum and its collections

1.2 Raise the national and international profile of the Museum

1.3 Act as a national advocate for museums and heritage

1.4 Develop a strategic approach to marketing the Museum

GOAL 2: Develop, protect and make accessible the national collections and ensure their future survival

Rationale/Why this goal is important

Historically, the Museum has not received the resources required to fulfil its remit as a national museum, to care for its collections or to achieve its potential. The 2008 Comptroller and Auditor General's report³ on collections management in the National Museum noted the need to improve the safeguarding and documentation of the collections, provide adequate storage facilities for their care and improve and develop physical and electronic access. The Museum devised a Documentation Plan to begin a five-year inventory of the collections in 2009 and also secured an

³ *Special Report 62: National Museum of Ireland*. Comptroller & Auditor General (Dublin 2008).

offsite Collections Resource Centre at Swords, Co. Dublin, to house the reserve collections. Since then, the Museum has documented some 500,000 objects in its core collections and has begun transferring collections from several poor quality storage facilities to the new Centre.

Over the period of the plan we will continue to prioritise the security, care, management and development of the national collections according to best practice to ensure they are safeguarded for current and future generations. The Museum will seek to increase the research potential of the collections through strategic partnerships with other bodies to maximise the opportunities to apply for research funding.

The Museum's audiences are wide-ranging and include the general public, schools and other educational and cultural institutions, scholars and researchers, both nationally and internationally. The Museum recognises the need to extend its reach to new audiences, including those of new communities with multicultural backgrounds. We aim to increase access to the collections to all such users through innovative exhibitions, public programmes, facilitated access and online. The Museum recognises the fundamental role which education plays in its engagement with the public; it is a significant contributor to imparting knowledge of the natural environment and the history of Ireland. This role has recently been highlighted in the Government's Arts in Education Charter which places the arts 'at the core of our education system'.⁴ The Government's Decade of Centenaries affords the Museum the opportunity to play a key role in demonstrating the Museum as a significant contributor and promoter of history and of collections-based learning. With this in mind, the Museum will develop a series of galleries devoted to Irish history 1600-1916 with a view to developing subsequent galleries dealing with the post-1916 period.

Our Strategic Objectives

2.1 Actively collect on behalf of the nation

2.2 Enhance the cataloguing of the Museum's collections, archives and records

2.3 Enrich and generate new knowledge of the collections through research and publication

⁴ Dept. of Arts, Heritage and the Gaeltacht, Dept. of Education and Skills, *Arts in Education Charter* (2013), p. 14.

2.4 Ensure the best possible standards of conservation and collections care

2.5 Continue to develop the Collections Resource Centre

2.6 Continue to develop the potential of the Museum as a learning organisation

2.7 Develop a long term exhibition and programming strategy

2.8 Develop the Museum's 1916 Commemoration Project and play a leading role in the Decade of Centenaries

2.9 Ensure the safety and security of the collections

GOAL 3: Develop a sense of common purpose and foster an organisational culture that is motivating and inclusive

Rationale/Why this goal is important

The Museum has expanded rapidly in a short period of time – its core staff numbers rose from 109 in 1997 to a maximum of 200 in 2008 and currently stands at 145. During that period new departments were created and new buildings acquired. The Museum expanded from a city centre site to new locations in Dublin and Mayo with a consequent dispersal of staff. It recruited new personnel with a diversity of roles and backgrounds, bringing with it challenges and opportunities as to how the organisation works.

This expansion occurred in a relatively short period of time and was largely driven by capital projects including the development of two new museums. This focus on projects led to the loss of an overarching vision in the heat of rapid expansion. Staff have responded to the challenges through being flexible in their work practices. Using our committed and motivated staff, we aim to develop a shared sense of commonality of purpose to carry out the Museum's mission, based on core values of respect, collegiality, inclusivity and innovation and recognising achievements. The adoption of this Strategic Plan is a step towards achieving this shared vision. We will foster a positive working environment where the needs and views of staff are valued. We will encourage further flexibility, innovation and new ways of working.

We will also work with external stakeholders to promote the mission, vision and values as outlined above. In particular, there is a need to develop a clear HR strategy with the HR Shared Services Unit in the Department of Arts, Heritage & the Gaeltacht.

Our Strategic Objectives

3.1 Develop and implement a HR strategy with the support of the Department of Arts, Heritage & the Gaeltacht

3.2 Foster a positive working environment that supports staff in realising their potential

3.3 Improve internal staff engagement and communications

3.4 Develop and enhance leadership and management capability

3.5 Develop further the Museum's team- and cross-departmental working culture

GOAL 4: Embrace change and devise a model for the Museum appropriate to the conditions and challenges of the early 21st century

Rationale/Why this goal is important

International best practice in museums is evolving and museums are becoming more democratic, inclusive, collaborative and self-reflective. There is recognition that a single, simple narrative is no longer adequate and that multiple narratives may be possible. Museums can be spaces where difficult events in history can and should be addressed and debated. The objective is to bring the National Museum of Ireland into line with international best museological practice in order to ensure that it remains relevant to present-day audiences. The role and position of the National Museum of Ireland within the wider museum and cultural sector in Ireland also needs to be defined. With regard to the collections there is a need to review the institution's collecting policies and in particular to debate the role of the Museum in the areas of social history and contemporary collecting.

The Museum's structure has developed in recent years as more staff were recruited, new departments were created in the areas of ICT, finance and HR, facilities, education, conservation, registration and marketing and the Museum expanded into new premises. Roles and responsibilities in these new departments and their relationships with long-standing departments were sometimes

poorly defined. The Museum will need to examine its existing departmental structures and functions and align them more clearly.

Loss of staff in recent years as a result of reductions in numbers and retirements has resulted in a narrowing of the Museum's knowledge base and expertise and a loss of national and international networks with a consequent diminution of service to the public. In order to fulfil its remit and for this plan to achieve its objectives, it will be important for the Museum to have a sufficient knowledge base, level of expertise and experience among its staff to care for, make accessible and ensure the future of the collections.

In order to operate more effectively and efficiently, the Museum will need to develop and implement clear and effective management systems and practices that allow for flexibility, empowerment and creativity.

The current downturn in the economic environment has resulted in increased competition for diminishing resources among publicly funded cultural bodies. Public service reform is focused on value for money, the need to control costs and manage risk and the requirement to embrace shared services. To ensure the Museum can carry out its functions effectively, it will need to diversify its funding base to augment its annual grant-in-aid. The Museum's ability to give full effect to this Strategic Plan is dependent on the achievement of this objective.

In a difficult financial environment, the Museum needs to make the best use of its available physical spaces and develop a maintenance plan to ensure that existing buildings are maintained and improved and develop plans for future expansion as the economy improves and as resources allow.

The Museum recognises the impact and importance of technology and systems on twenty-first century society. It will devise and implement a programme of changes to maximise the usefulness of digital information and systems in all aspects of the museum's operations. This programme will proactively seek out opportunities to support learning, marketing, communications and engagement, internally and externally.

The Museum is committed to maintaining a bilingual presence at each of its sites and will ensure that it provides a bilingual service through its exhibitions and services as resources allow.

Our Strategic Objectives

4.1. Define the role of the National Museum in the 21st century

4.2 Design and implement an organisational framework to enable the Museum to carry out its functions

4.3 Improve organisational effectiveness through appropriate processes, procedures and standards

4.4 Place the Museum on a sustainable financial footing and broaden its funding base

4.5 Further develop the value for money culture and ensure the efficient use of resources

4.6 Improve the Museum's physical infrastructure and facilities in partnership with the Office of Public Works

4.7 Develop and implement a digital strategy for all aspects of the Museum's activities

Assumptions and Risks

The current economic climate of public service reform (including new governance arrangements for the Museum), reductions in Government funding, the need to cut costs, provide value for money and embrace shared services offer particular challenges for the Museum in order to continue to function.

The success of the plan is based on the assumption that there will be no further deterioration in the economic climate. It will be affected by factors which include:

Critical Success Factors

- Level of public support
- Support and engagement from government departments, politicians and other key stakeholders
- Commitment and ownership by staff
- Effective leadership from management
- Business plans aligned with Strategic Plan
- A capacity to revise the strategy according to changing circumstances

Risks

- Inadequate staffing levels and the loss of expert and specialist knowledge
- Continuing reductions in financial resources and escalating costs
- Unrealistic public and political expectations of Museum's capacity to deliver services
- Impact of low staff morale
- Deterioration of collections and archives
- Delays in processing legislation and implementing governance change

Strategic Framework

The National Museum of Ireland's Strategic Plan *Telling the Story of Ireland* sets out its strategic priorities for the period 2014–2017. The Strategic Plan will be supported by a four-year Implementation Plan which specifies the actions and activities needed to achieve the stated goals and strategic objectives. The Museum's Strategic Plan and the four-year Implementation Plan will be published on its website www.museum.ie.

The Strategic Plan will be formally reviewed in Quarter 3 of 2016 following two years of implementation. The review will be published on the Museum's website no later than 30st September, 2016.

The four-year Implementation Plan will be reviewed annually and revised as required to meet the stated goals and strategic objectives as set out in the Strategic Plan. These reviews, when finalised, will be published on the Museum's website.

The four-year Implementation Plan will inform the development of annual Museum Business Plans which will be published on our website in January each year. These annual Business Plans will inform divisional/departmental business plans.

Staff Learning and Development Plans (PMDS) are critical to the success of the Strategic Plan. These will provide managers and staff with a clear understanding of their role in delivering the Museum’s strategic objectives.

The strategic framework for the Museum’s Strategic Plan and the relationships with the Annual Business Plan and Divisional/Departmental Plans are outlined below:

