

museum

National Museum of Ireland

Ard-Mhúsaem na hÉireann

Statement of Strategy
2008-2012

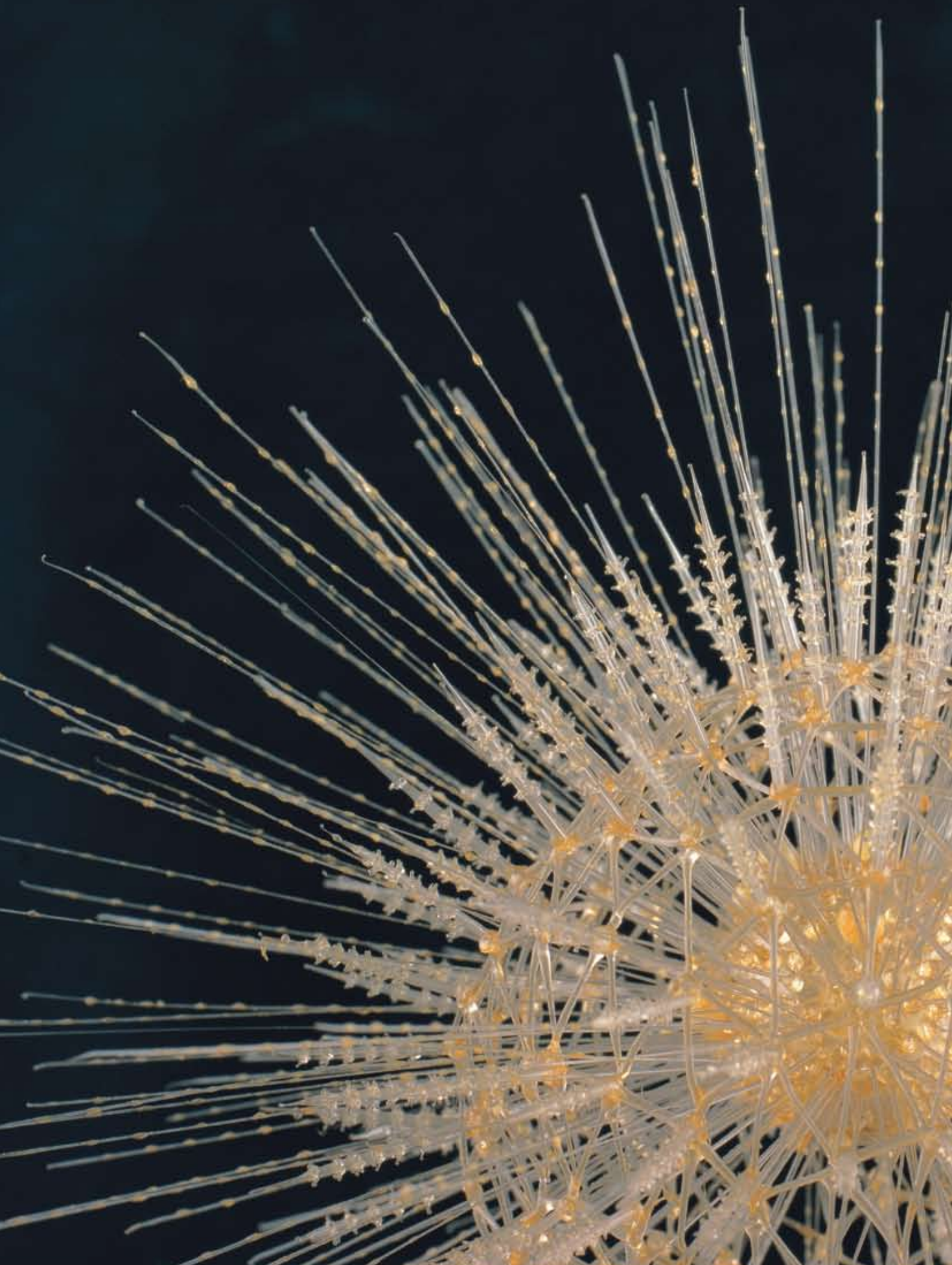
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Vision

A first-class institution that promotes the widest understanding and appreciation of Ireland's distinctive culture and natural history, and their place in the wider world



Mission

OUR PURPOSE IS TO:

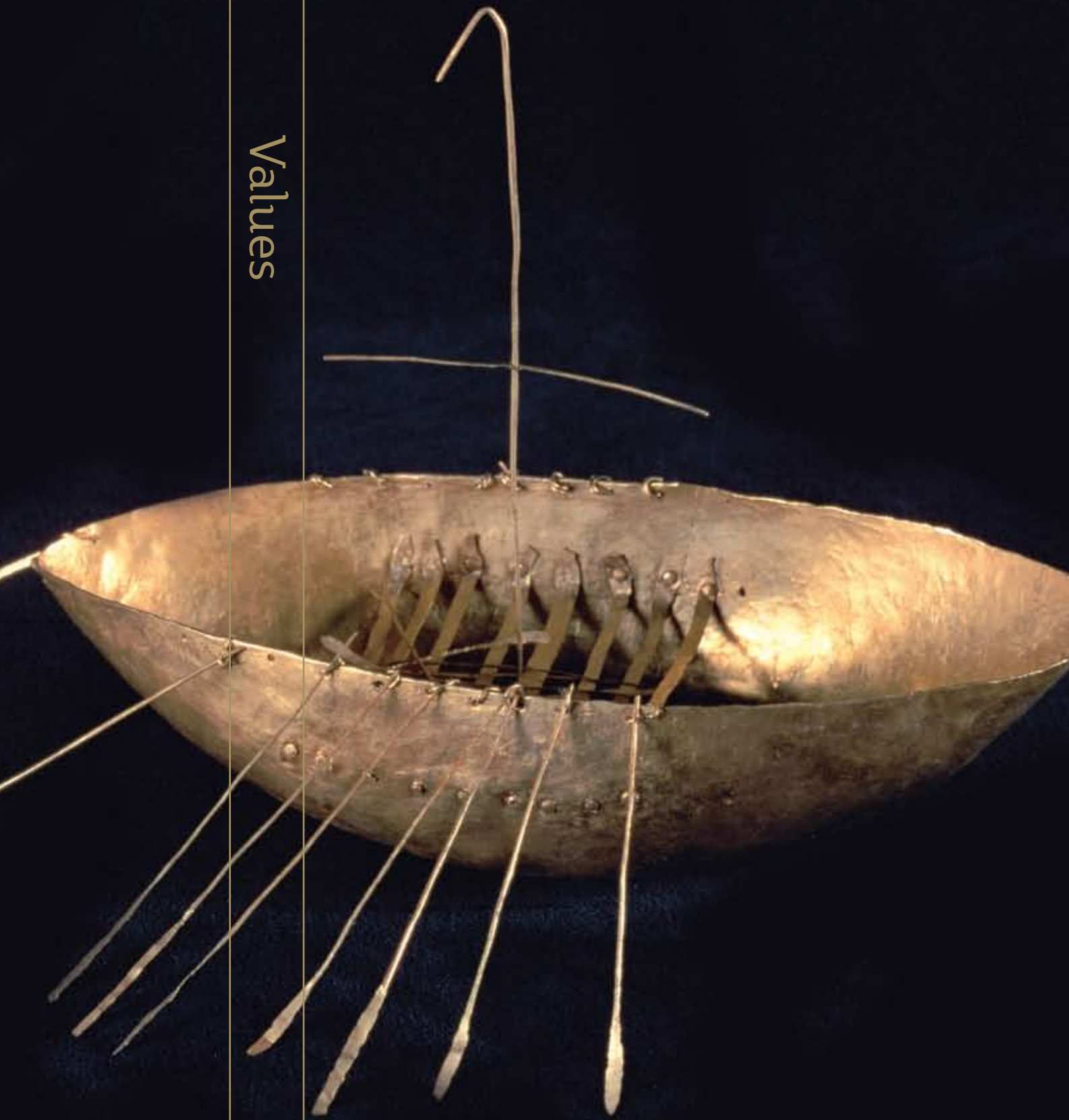
Collect, preserve, promote and exhibit all examples of Ireland's portable material heritage and natural history

Interpret and promote the collections and make them accessible to audiences at home and abroad

Be the authoritative voice on the relevant aspects of Irish heritage, culture and natural history

Maintain the lead role in education, research and scholarship pertaining to the collections and their contexts

Values



OUR STRATEGY HAS BEEN INFORMED BY THE FOLLOWING VALUES, WHICH WE AIM TO UPHOLD AND PRACTICE IN THE COURSE OF OUR WORK AND IN THE IMPLEMENTATION OF THIS STRATEGY:

- **Authenticity:** providing accurate, balanced and expert information in context
- **Working in Partnership:** with staff, stakeholders and relevant institutions in Ireland and elsewhere
- **Excellence:** working to achieve excellence in all our activities and processes
- **Investing in people:** investing in staff to ensure the maximum development of their potential and the delivery of the highest-quality services

Chairman's Introduction

This Statement of Strategy articulates in broad terms the vision and pathway for the National Museum of Ireland as it moves forward as an autonomous semi-state institution established under the provisions of the National Cultural Institutions Act, 1997. It outlines the vision, mission and values of the Museum, and stresses some key aspects of how it will address the challenges and opportunities it will encounter in the years ahead.

The National Museum of Ireland underwent fundamental changes in 2005 in accordance with the provisions of the National Cultural Institutions Act, 1997. This Act brought about the most important legal and structural changes in the governance of the Museum since the enactment of the Dublin Science and Art Museum Act of 1877, approximately half a century before the foundation of the State. The principal functions of the Board of the Museum are defined in Section 11 of the 1997 Act.

This Statement of Strategy brings into being and defines important aspects of strategy that the Museum will rely on in the future to manage challenges and opportunities as it pursues its targets and objectives. The execution of the strategy will be informed by principles and standards appropriate to a world-class cultural institution. The exciting challenges and opportunities that lie ahead will be met with determination and in a fashion consonant with the standards expected from a national cultural institution. The Museum is committed to achieving its objectives and goals in response to the demands that arise as a consequence of the accelerated rate of change that has occurred in Ireland in recent years.

The Museum is deeply conscious of the ongoing funding and resource requirements necessary to meet its ambitious targets in the years ahead and is committed to addressing these important issues in a positive manner. The Museum is aware of the competitive environment for funding and this aspect is currently under active review. This includes, among other things, consideration of the Museum's tenure in the buildings occupied by it. The Board of the Museum is keenly aware of the need for prioritisation and performance indicators in this context.

There are particular headings of works that are a special priority for the Museum. These include, but are not limited to, the following: Phase II development at Collins Barracks; Central Storage at Collins Barracks; the significant works requirements at Natural History on Merrion Street, which is now 150 years old; and the refurbishment works and adaptations at the flagship on Kildare Street.

Important work is being done, and some of it is at an advanced stage from the perspective of acquisitions, de-accessioning, disposal, and inventory policies and procedures. The importance of such work is recognised.

The Statement of Strategy is a realistic and ambitious document, which is founded on an enlightened and business-like approach in response to the obligations and requirements of a world-class cultural institution.

The success achieved will, of course, depend on the ongoing commitment of all stakeholders including, in particular, the staff of the Museum, the Department of Arts, Sport and Tourism and the Office of Public Works.

The Board is confident that the Museum is poised to make significant strides to achieving a level of excellence that befits the National Museum of Ireland as Ireland's premier national cultural institution.

Ar aghaidh leis an obair.

Dr John O' Mahony S.C.

Chairman

July 2008

The National Museum of Ireland is well progressed on a most positive trajectory. Over the last number of years we have seen the institution progress from two to four sites with the welcome addition to our family of attractions of the Collins Barracks, Dublin and Turlough Park House, Castlebar sites. We have also seen the establishment of a proper conservation laboratory and of a department of marketing and retail. A statutory board has been in place since 2005 and is overseeing the transition from a hitherto civil service rôle to the attainment of semi-state agency status under the 1997 National Cultural Institutions Act.

In concrete terms over the next five years-literally, we need to build and fit out the second phase at our Collins Barracks site and to refurbish and restore our Natural History building with the addition of appropriate modern interventions including a narrow addition along the west side for the accommodation of services and an underground gallery for the display of the national geology collection. We also need to plan for the refurbishment and reconfiguration of our flagship Kildare Street facility.

The Museum has to face up to its collection management needs in a robust manner and the support of our departmental and OPW colleagues is essential. The Museum proposes that a single significant building be acquired as a centralised Collections Resource Centre, the intention being to resolve all of our collections accommodation issues for the medium to long term future. This facility would provide ideal accommodation for all the collections that are currently housed in poor conditions, or in stores that would be better used as galleries, and would take the form of a Collections Resource Centre, with associated curatorial offices, library, archive and exceptionally high quality research facilities and access. This facility would also provide the required space for decanting the Natural History building of its contents to allow of the necessary conservation and intervention works in what is the longest serving part of the National Museum. We need to centralise, in state-of-the-art conditions, the storage needs of all elements of the natural history collections, especially those housed in the Beggars Bush stores. We also need space in the facility to enable us to plan and set out our proposed layouts for the new natural history displays. Just as pressing for accommodation in our proposed centralised Collections Resource Centre are our archaeological and art and industrial collections. Attainment of this Centre will allow of the accommodation of archaeological material currently stored in the crypt of the Kildare Street building as well as in the east and north blocks of Clarke Square, Collins Barracks (freeing these will allow of additional exhibition spaces) and the collections at Daingean, Co. Offaly. Most significantly, the new Centre will allow the Museum to discharge its legal obligations in regard to archaeological finds and in cooperation with Department of Environment, Heritage and Local Government to take in archives and artefacts from excavations which have flooded in over the past decade or so and are set to continue to so do over the next thirty to forty years.

The National Museum will inventorise its core collection over the next five years thanks to the recent sanction of the staff necessary to do this and will decant, document and re-display the contents of the Natural History Museum. In the same period fully recognised departments of Education, Facilities and Registration will be represented in our management structure. Our new website will facilitate the widest and most extensive access to our holdings and services.

On the more core academic, curatorial and collections side, we will persevere with publication of the Museum's Dublin excavations series of reports and we will also continue to publish monographs on museum collections and relevant topics. We will face up to delivering monographs on great national treasures like the Ardagh Chalice, the Tara Brooch, the Cross of Cong, the Derrynaflan Hoard and the Tully Lough Cross, each of which remains unpublished. The flood of information which has come from our accession of the various Iron Age bog bodies and the early Christian Faddan More Psalter will hopefully also result in suitable publications and documentaries. I look forward to a closer engagement between our new education department and the Department of Education's curricula experts and inspectorate, to the increased application of our outreach programme and to more cooperation with third level institutions at home and abroad. It is vital that we establish resources necessary to do justice to the exhibitions on Irish history (including the *Asgard* and the Lord Chancellor's coach) and ethnography (including the celebrated South Seas collection from Captain Cooke's explorations) in the second phase at Collins Barracks. We will continue to rotate small exhibitions and to stage suitable exhibitions with the visits to Dublin of both the Celtic Congress and the Eucharistic Congress (to which, incidentally, the Museum responded so positively with an exhibition and a learned album of *Christian Art in Ancient Ireland* on the occasion of its staging in Dublin in 1932). We must also

strive to do everything asked of us by government in the commemoration of the centenary of the 1916 Rising and of the likely use of the GPO.

Key indicators of success will be used and a process of review will inform us of the means needed towards the achievement of a better organisation giving the best service. We will have to ensure that capital projects are completed on time, in full and on budget, that there are adequate satisfaction levels among both our internal stakeholders, our public and our departmental and governmental colleagues. We will strive in every way possible to keep staff morale high. We will have to stay abreast of museum trends outside and of patterns of museum use and income always making sure that our users and customers are satisfied with what we are endeavouring to offer. It is essential that we continue to undertake the most rigorous reviews and evaluations of all aspects of our operation, in addition to those being conducted by both the Board's internal audit committee and by the Comptroller and Auditor General.

More than ever the National Museum of Ireland will be at the centre of the cultural life the country over the next five years and beyond. Our strategy will be to deliver on that role to the fullest for the benefit of the collections, their conservation, presentation, and promotion by acquiring the maximum resources to deliver on the national obligation which the importance of these collections charge this generation of curators and supporting colleagues.

Rath Dé ar an obair.

Dr Patrick F. Wallace

Director

National Museum of Ireland

July 2008



External Environment and Opportunities

THE MUSEUM ACKNOWLEDGES THAT CHANGES ARE OCCURRING IN IRELAND, IN THE WORLD OF MUSEUMS AND IN OTHER AREAS THAT WILL IMPACT OUR WORK. OUR STRATEGY HAS TAKEN ACCOUNT OF THE FOLLOWING:

- **Funding:** The Museum operates in a competitive environment for government and other funding subject to: prevailing policies; economic conditions; and difficulties in attaining adequate resources for staff, relevant projects and specialist areas of research. The implications of this will require the Museum to consider more diverse ranges of funding sources.
- **Audience Expectations:** The Museum offers a unique opportunity to engage with authentic material. Attracting audiences is competitive. Opportunities and expectations of leisure time activities are continually increasing in terms of service standards, information availability and accessibility, access times, and ancillary services. The Museum must ensure therefore that its collections are well interpreted, promoted and displayed, and that it offers a range of services and activities of the highest value and quality.
- **Technology:** Continued developments in technologies will facilitate the Museum in making the collections more accessible and engaging to a wider range of audiences. This will have implications for the management and presentation of the collections and other Museum services.

- **Diversity:** An increasingly diverse society presents opportunities for the Museum to accommodate the needs and expectations of different groups, and to make the collections relevant and responsive to that diversity. This will have implications on all the Museum's activities.
- **Skills and Expertise:** The Museum will be challenged in the coming years in relation to staff skills and their management. The Museum recognises the need to have high levels of expertise in management, specialist subject areas and service delivery. This will require creative and collaborative responses and will require staff to adapt and develop their skills and roles to address changes in Museum practice and activities.
- **Regulation and Compliance:** Regulation of buildings and services is becoming increasingly stringent and compliance will require major physical works in some Museum buildings. Enabling legislation such as the National Cultural Institutions Act and the National Monuments Act will have direct implications for the role and resources of the Museum.

THE MUSEUM AIMS TO MAKE THE FOLLOWING CHANGES TO ITS COLLECTIONS, MANAGEMENT, COMMUNICATIONS AND BUILDINGS OVER THE TIME OF THIS STRATEGY TO HELP ACHIEVE ITS VISION:

1. **Manage, develop, and enhance access to the collections**
The Museum will ensure that the collections are managed well, safeguarded for future generations and developed in a planned way.
2. **Broaden the Museum's public and improve their experiences and ownership of the Museum**
The Museum is committed to broadening the range of individuals and groups who access its collections, knowledge, and expertise. We are also committed to ensuring that users' experiences are inspiring and enriching. Our aim is to continue to cater to a supportive, discerning, and demanding public able to contribute to the continuous review and development of the Museum.
3. **Secure tenure of and enhance the Museum's buildings**
The Museum will continue to engage with its partners in the Office of Public Works (OPW) and Department of Arts, Sport & Tourism (DAST) to secure tenure of the buildings it occupies. It will pursue the timely implementation of physical improvements to Museum buildings to make them safe, attractive and welcoming places for everyone. We will work with the OPW to provide buildings that are compliant with all relevant regulations, and offer the best possible environment for the housing, care and display of collections.

4. Strengthen the Museum as a centre of research and learning and as an advocate for the wider role of heritage, culture and natural history

The Museum will build on its role as: a recognised centre of research and learning; and an honest and authoritative voice on Irish archaeology, history, heritage, natural history, object conservation and contemporary life. It will act as an effective advocate for the value of material culture and museums in the spheres of education, tourism, and the economy, both nationally and internationally.

5. Strengthen the Museum's internal capabilities

The Museum is committed to the continuous improvement of its business processes to ensure that all internal systems and structures support and promote excellence in its activities. In line with this strategic objective and in keeping with the succession planning is the realisation of a public service status commensurate with the scale of the responsibilities and variety of duties for the position of the Director of the National Museum of Ireland and this must also be a goal in the immediate future.



1916

The War of
1914-1918

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Manage, develop, and enhance access to the collections

1

OBJECTIVES	STRATEGIES
1. Manage, develop, and enhance access to the collections	<ul style="list-style-type: none">• Improve collections management policies and procedures in keeping with international standards
	<ul style="list-style-type: none">• Manage collections in a strategic manner

ACTIONS	PERFORMANCE INDICATORS
<ul style="list-style-type: none"> • Complete and implement a formal collections policy, (including acquisition, accession and disposal) and attendant manuals and procedures • Develop preventive conservation procedures • Develop regular object audits • Develop fieldwork policy • Complete Museums Standards Programme for National Museum of Ireland – Country Life 	<ul style="list-style-type: none"> • Key collections policies and procedures in place • Annual conservation audits • Number of object audits carried out • Number of field inspections carried out • Accreditation achieved
<ul style="list-style-type: none"> • Devise a documentation plan and complete an electronic inventory of all collections • Identify key strategic gaps in the collections and implement a plan to address them using consultation and research • Commence a programme of digital imaging of the collections • Appoint an Archivist and review, update and implement the Museum’s archives report 	<ul style="list-style-type: none"> • Percentage of collections with inventory record • Key gaps in collections addressed • Number of objects digitised • Archivist appointed • Strategy and Policy adopted by Board • Recommendations of archives report acted upon

OBJECTIVES	STRATEGIES
<p>1. Manage, develop, and enhance access to the collections</p>	<ul style="list-style-type: none">• Make collections more accessible

ACTIONS	PERFORMANCE INDICATORS
<ul style="list-style-type: none"> • Develop an exhibitions strategy and policy for the Museum • Review current exhibition strategies for the Archaeology, Decorative Arts & History and Country Life collections • Prepare an exhibition strategy for the refurbished National Museum of Ireland - Natural History to include an Earth Science gallery • Complete a programme of exhibitions (including loans) for 2008 - 2012 to include the following permanent exhibitions: <ul style="list-style-type: none"> • Exhibition of the Bender Collection 2008 • Exhibition of the Faddan More Psalter 2009 • Central Block including core exhibitions of Irish History, Ethnography, the Lord Chancellor's Coach and the <i>Asgard</i> 2011 • Refurbish exhibitions in the National Museum of Ireland - Natural History 2011 • Make collections accessible online through the Museum website • Work with appropriate partners to identify an appropriate location for the permanent exhibition of the national collection of horse-drawn carriages • Facilitate loans of Museum objects to other museums 	<ul style="list-style-type: none"> • Exhibition Strategy adopted • Programme of exhibitions completed • Percentage of collections on exhibition • Number of objects accessible online • Location identified • Numbers of objects on loan

OBJECTIVES	STRATEGIES
1. Manage, develop, and enhance access to the collections	<ul style="list-style-type: none">• Assume new responsibilities and functions under the National Cultural Institutions Act, 1997
	<ul style="list-style-type: none">• Ensure safeguarding of artefacts in the forthcoming amended National Monuments legislation

ACTIONS	PERFORMANCE INDICATORS
<ul style="list-style-type: none"> • Devise efficient and effective mechanisms for issuing Export Licences for cultural objects • Engage with DAST to delegate power to licence alteration of archaeological objects to the Board of the Museum 	<ul style="list-style-type: none"> • Number of Export Licences for cultural objects issued • Delegation effected
<ul style="list-style-type: none"> • Review current consultation and licensing systems in operation in the Museum with respect to National Monuments legislation • Engage with Department of Environment, Heritage and Local Government (DoEHLG), on revision of National Monuments legislation 	<ul style="list-style-type: none"> • Review completed April 2008 and more efficient service delivered • Museum input into revised National Monuments legislation





Broaden the Museum's public and improve their experience
and ownership of the Museum

2

OBJECTIVES	STRATEGIES
<p>2. Broaden the Museum's public and improve their experience and ownership of the Museum</p>	<ul style="list-style-type: none">• Consult with stakeholders and evaluate programmes, exhibitions and other activities
	<ul style="list-style-type: none">• Improve access to the Museum's collections and services, and address barriers that may make it difficult for some people to access the collections

ACTIONS	PERFORMANCE INDICATORS
<ul style="list-style-type: none"> • Consult and evaluate visitor experiences through quarterly market research and use results to improve Museum services 	<ul style="list-style-type: none"> • Improved visitors services
<ul style="list-style-type: none"> • 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 • Carry out a review of front-of-house services and implement recommended changes to improve the quality of visitor and information services • Ensure Museum information, exhibitions and publications take account of the requirements of people with special needs and make effective use of assistive technologies • Ensure that Irish and international languages are given due consideration • Revise the Museum website and use digitised resources to enable new opportunities for access and learning 	<ul style="list-style-type: none"> • Accessibility to Museum buildings, exhibitions, publications and other communications to audiences • Customer satisfaction levels • Customer satisfaction levels • Irish Language Plan adopted • Information in appropriate languages provided • Number of website visits

OBJECTIVES	STRATEGIES
<p>2. Broaden the Museum's public and improve their experience and ownership of the Museum</p>	<ul style="list-style-type: none">• Improve access to the Museum's collections and services and address barriers which may make it difficult for some people to access the collections
	<ul style="list-style-type: none">• Broaden the Museum audience and improve appreciation of the Museum public

ACTIONS	PERFORMANCE INDICATORS
<ul style="list-style-type: none"> • 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 • Engage with educational institutions to promote and enhance the use of Museum resources and expertise in the curriculum at primary, secondary and third level 	<ul style="list-style-type: none"> • Programme of evaluation adopted • Satisfaction levels of teachers and other education professionals with Education Programme • Increase use of Museum as an education resource with curricula
<ul style="list-style-type: none"> • Develop and implement a marketing programme • Target key groups: particularly through exhibitions, education programmes, and other initiatives 	<ul style="list-style-type: none"> • Successful implementation of marketing plan • Results of qualitative market research





Secure tenure of and enhance the Museum's buildings

3

OBJECTIVES	STRATEGIES
<p>3. Secure tenure of and enhance the Museum's buildings</p>	<ul style="list-style-type: none">• Secure the tenure of the sites occupied by the National Museum
	<ul style="list-style-type: none">• Ensure the highest possible standard of facilities for staff, visitors and collections

ACTIONS	PERFORMANCE INDICATORS
<ul style="list-style-type: none"> • Sign appropriate legal leases and agreements with OPW • Work with the OPW in developing and implementing maintenance plans for all sites 	<ul style="list-style-type: none"> • Appropriate agreements signed • Pre-programmed maintenance schedules in place for all Museum sites
<ul style="list-style-type: none"> • Work with OPW and DAST to complete the planned Programme of Capital Development being funded through the National Development Plan 2006 2013 including: <ul style="list-style-type: none"> • Phase II of Collins Barracks development • Refurbishment of the National Museum of Ireland - Natural History, including the underground gallery for the earth science/ geology collection • Work with the OPW and DAST to secure funding and resources for the redevelopment of the National Museum of Ireland - Archaeology at Kildare Street and implement the plan in totality • Prepare a development plan for the National Museum of Ireland - Country Life and work with the OPW on an implementation programme 	<ul style="list-style-type: none"> • Phase II open and operational • National Museum of Ireland - Natural History re opened to public • Redevelopment plan prepared and resources secured • Plan prepared

OBJECTIVES	STRATEGIES
<p>3. Secure tenure of and enhance the Museum's buildings</p>	<ul style="list-style-type: none">• Ensure the highest possible standard of facilities for staff, visitors and collections

ACTIONS	PERFORMANCE INDICATORS
<ul style="list-style-type: none"> • Work with the OPW on implementing the recommendations of the Access Audits carried out in 2006. Continuously assess the Museum's provision of universal access to its services and facilities and make improvements as required • Provide dedicated research spaces to encourage greater use of the Museum as a place of further learning • Implement together with the OPW and DAST the Museum's storage plan for the collections • Improve the Museum's existing stores • Develop an Excavations Resource Centre in cooperation with DoEHLG 	<ul style="list-style-type: none"> • Access Audit recommendations addressed • Dedicated research spaces available at Museum sites • Museum's collections in appropriate storage • Excavations Resource Centre open and operating





Strengthen the Museum as a centre of research and learning and as an advocate for the wider role of heritage, culture and natural history

4

OBJECTIVES	STRATEGIES
<p>4. Strengthen the Museum as a centre of research and learning and as an advocate for the wider role of heritage, culture and natural history</p>	<ul style="list-style-type: none">• Develop the Museum's research programme on the collections
	<ul style="list-style-type: none">• Promote the Museum as an authoritative voice on Irish culture, heritage and natural history

ACTIONS	PERFORMANCE INDICATORS
<ul style="list-style-type: none"> • Devise a research policy for the Museum • Strengthen the Museum's overall research and publication programme, prioritising areas of research • Record and evaluate the use of research facilities in order to improve these services • Establish further partnerships with third level institutions to encourage collections based teaching and research • Actively participate in specialist subject networks • Continue to publish titles in the Medieval Dublin Excavations and Academic Monograph series • Complete and publish major research studies on the Museum's antiquities 	<ul style="list-style-type: none"> • Research policy in place • Accurate records of use of research facilities • Partnerships established • Number of specialist subject network links established • Number of research papers published by Museum staff • Number of Museum publications
<ul style="list-style-type: none"> • Establish further links with key organisations and media involved in culture, heritage and natural history 	<ul style="list-style-type: none"> • Profile of Museum raised in national fora and media

OBJECTIVES	STRATEGIES
<p>4. Strengthen the Museum as a centre of research and learning and as an advocate for the wider role of heritage, culture and natural history</p>	<ul style="list-style-type: none">• Promote the value of museums
	<ul style="list-style-type: none">• Continue to develop the Museum as a leading centre for life long learning
	<ul style="list-style-type: none">• Ensure that the Museum's Education & Outreach service is accessible to all audiences
	<ul style="list-style-type: none">• Enhance access to and knowledge of the collections through electronic media

ACTIONS	PERFORMANCE INDICATORS
<ul style="list-style-type: none"> • Develop links with other museums in Ireland and abroad • Develop and participate in networks in Ireland and internationally 	<ul style="list-style-type: none"> • Number of links and networks established
<ul style="list-style-type: none"> • Appoint a Head of Education and Interpretation and address the restructuring of the Education Department in order to deliver the Museum's Education Policy and service • Implement the Museum's Education Policy • Provide more audience centred exhibitions and learning programmes • Develop existing collaborations with agencies in both formal and informal education sectors 	<ul style="list-style-type: none"> • Head of Education and Interpretation appointed and restructuring plan implemented • Education Policy implemented • Results of qualitative market research • Working group established with Department of Education & Science • Number and quality of collaborations established
<ul style="list-style-type: none"> • Establish and implement a system of evaluation for a selected number of exhibitions and education programmes • Publish selected evaluations of education and outreach provision 	<ul style="list-style-type: none"> • Results of qualitative market research • Number of evaluations published
<ul style="list-style-type: none"> • Redesign Museum website 	<ul style="list-style-type: none"> • Website redesigned and maintained • Number of website visits





Strengthen the Museum's internal capabilities

5

OBJECTIVES	STRATEGIES
<p>5. Strengthen the Museum's internal capabilities</p>	<ul style="list-style-type: none">• Ensure that adequate financial and staff resources are secured to maintain and develop Museum services
	<ul style="list-style-type: none">• Build the skills and sustain commitment of staff through development of professional practice

ACTIONS	PERFORMANCE INDICATORS
<ul style="list-style-type: none"> • Negotiate increase in resources with DAST and the Department of Finance • Negotiate with DAST to ensure the timely announcements of budgets to enable the Museum to plan on an annual and multi-annual basis • 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. • Liaise with DAST and the Department of Finance to change legislation to encourage philanthropic support and donations 	<ul style="list-style-type: none"> • Adequate resources secured • Financial resources secured and changes in timing of DAST funding decisions • Fundraising strategy implemented • Increase funding from other areas • Changes in legislation to encourage philanthropic support and donations
<ul style="list-style-type: none"> • Develop a HR Strategy to include recruitment, induction, Performance Management & Development System (PMDS), training, mobility and equality of opportunity • Further develop and implement systems of performance measurement using PMDS 	<ul style="list-style-type: none"> • HR strategy implemented by March 2009 and reviewed annually thereafter • Devise, implement and monitor a tailored programme of support, appraisal and training for staff

OBJECTIVES	STRATEGIES
<p>5. Strengthen the Museum's internal capabilities</p>	<ul style="list-style-type: none">• Achieve higher public service status for Director's position
	<ul style="list-style-type: none">• Improve the Museum's internal communications systems
	<ul style="list-style-type: none">• Ensure effective governance and accountability frameworks are in place

ACTIONS	PERFORMANCE INDICATORS
<ul style="list-style-type: none"> Review with Museum Board, DAST and Department of Finance current position. (As Head of the largest national cultural institution and the most concerned with Ireland and having responsibility for the care of the nation's great treasures, the Director manages 3 Principal Officers and 9 Keepers/ Assistant Principal Officers across the 4 sites and is the named officer in several acts. The 130 year old post should be restored to its pre-independence status and not continue to be equated to Principal Officer 1) 	<ul style="list-style-type: none"> Further review of current position carried out Position upgraded
<ul style="list-style-type: none"> Continue with Partnership Committee as a forum to ensure staff input into Museum policy and operations 	<ul style="list-style-type: none"> Number of Partnership meetings held Number of appropriate policies agreed through Partnership
<ul style="list-style-type: none"> Complete and implement a Risk Policy and Risk Register Develop and implement a Disaster Plan Continue with Internal Audit Plan under direction of Board's Audit Committee Ensure compliance with relevant legislation (including public sector legislation), codes and guidelines 	<ul style="list-style-type: none"> Risk Policy implemented and Risk Register reviewed Disaster Plan implemented and appropriate procedures in place Audit Plan recommendations implemented Governance and ethics procedures implemented and reviewed

OBJECTIVES	STRATEGIES
<p>5. Strengthen the Museum's internal capabilities</p>	<ul style="list-style-type: none">• Exploit capacity of Information and Communication Technology (ICT) to deliver Museum services

ACTIONS	PERFORMANCE INDICATORS
<ul style="list-style-type: none">• Develop ICT strategy and continue to implement new developments in ICT to support improvements in work flow, communication, access and management of collections• Develop Intranet	<ul style="list-style-type: none">• ICT strategy developed by June 2009• Intranet developed by February 2009

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The National Museum of Ireland – Archaeology.
Kildare St. Dublin 2.

The National Museum of Ireland – Natural History.
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