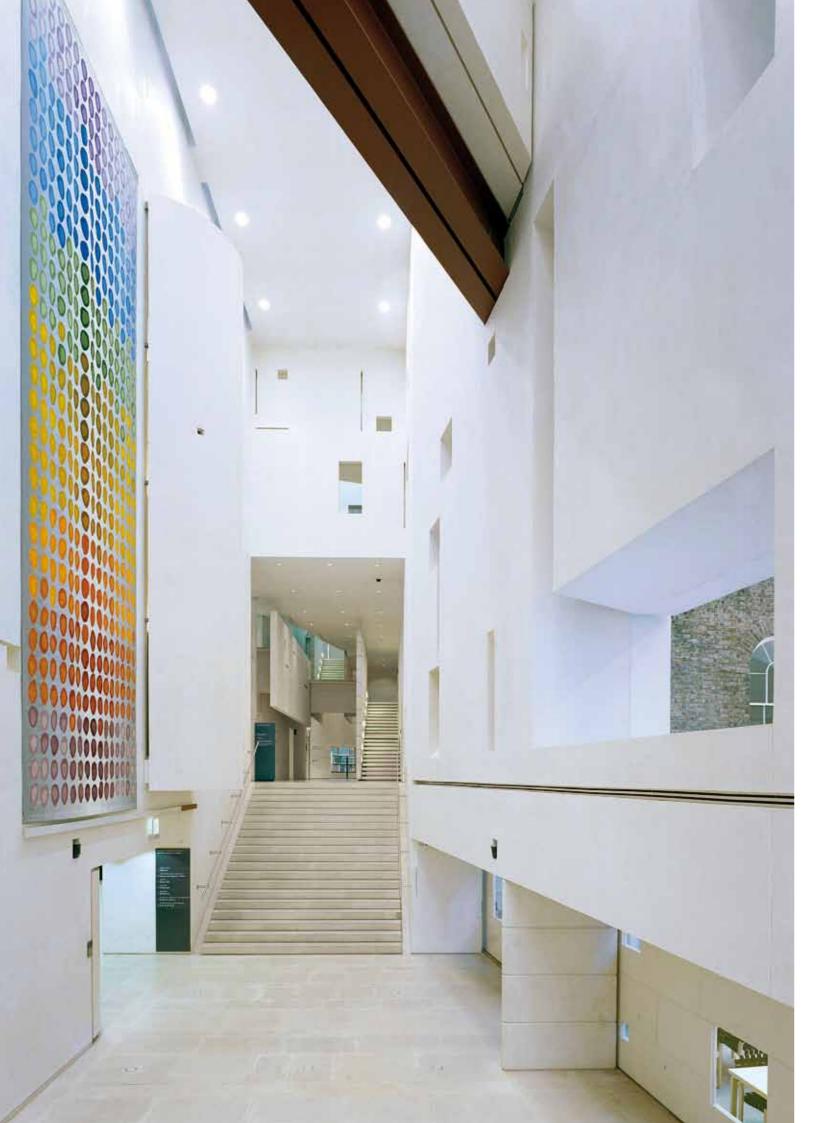
NATIONAL GALLERY OF IRELAND STRATEGIC PLAN 2013-2015

EXECUTIVE SUMMARY





MESSAGE FROM THE CHAIR

This strategic plan presents the NGI's programmes and priorities between 2013 and 2015. It was a collaborative process developed by the Board of Governors and Guardians, with the Executive and the staff, in the second half of 2012. Sean Rainbird, the Gallery's new Director, and Gerry D'Arcy, Head of Administration, worked closely with staff and members of the NGI Board, in particular Dermod Dwyer, to formulate this strategy.

The Board believes this is an appropriate moment to reset the Gallery's priorities. In a time of change, we wish to renew our focus on our audience, the *raison d'être* of the Gallery's role as a public institution. We are extremely fortunate to have such a prestigious collection, built up over many years through prescient acquisitions and by stupendous gifts and benefactions. The stewardship of the collection by the Gallery's professional and dedicated staff offers many opportunities to engage with the Gallery onsite or online. The Gallery's programmes – its exhibitions and events – enrich the enjoyment of art for our visitors. Our website, and the research that underpins it, provides online visitors with easy access to the collection and the opportunity to engage with our many activities

These key areas are the foundation for the current and future success of the Gallery. This strategic plan offers a vision for future development beyond the immediate scope of this triennium. It builds still further on our mission of serving the public in their enjoyment of, and enrichment through, visual art.

Dr Olive Braiden

Chair, NGI Board of Governors and Guardians

4 NATIONAL GALLERY OF IRELAND
5 STRATEGIC PLAN 2013-2015

DIRECTOR'S INTRODUCTION

The National Gallery of Ireland is entering a bracingly challenging time in its history. Our prime assets are our collection, our visitors and our staff. This Strategic Plan examines priorities over a three year period. Crucially, it also takes a longer term view, to prepare the ground for further success in the coming decade. We will re-balance our traditional role - to care for, showcase and add to the collection - by looking at our performance determinedly and consistently from the perspective of the visitor. Our commitment, to raise levels of visitor satisfaction and fully engage staff in pursuit of that aim, are an important new undertaking.

Our visitors are the primary reason for offering improved facilities in a public institution. We cater for all age and income groups, and for people with different levels of familiarity, from first-time or repeat visitors to specialists. Our library, archive and works on paper collections are as important as the great paintings hanging in the galleries. We aim to increase access to all these collections through temporary exhibitions, highlighting them online if their fragility means we can only rarely put some of these objects on display. Our events, specialist and practical, are aimed at all age groups and ability ranges. They reflect our enduring ambition to offer something to all citizens, whether from Ireland or abroad. Our cultural treasures are one of the main life-enhancing pleasures for many who live in or visit Dublin. Providing increasing levels of visitor satisfaction in the Gallery is a key objective.

In an increasingly connected world, visitors expect new ways in how we present the riches of the national collection. Many also cherish more traditional values of courtesy and contemplation. We aim to present our excellent activities and facilities, and make every visit, whether online or at the Gallery, meaningful and enjoyable. A continuous stream of thematic or solo displays and exhibitions will provide new perspectives onto our collections. For those for whom the web is the first point of entry, we will continue to expand our online resources and make available key information about our programmes, research and works of art. We aim to broaden the spectrum beyond an art historical focus, to give insights into our history and into the conservation and care of our holdings. We will do this through publications, documentation, films and by engaging with our visitors via social media.

My colleagues are dedicated to serving the public, caring for, researching and showcasing the collection. The knowledge and commitment of the staff and Board, and their response to rapidly changing circumstances, is a key strength of the Gallery. We have high priorities: exploiting the potential of new media, adapting to change, offering professional development, making the best use of available resources, seeking partners in support of our activities and mission, and finding effective and innovative methods for communicating about visual art. They shape our stewardship of the collection and our approach to serving and engaging with our many audiences.

The success of this Strategic Plan depends on creating optimal internal processes and staffing structures in support of these aims. We advocate effective models of partnership with benefactors, other institutions and with Government. A preeminent measure of success, however, remains our commitment to focus on the way visitors encounter and engage with the National Gallery. We aim to exceed their expectations during this key period in the development of the NGI.

Sean Rainbird Director, NGI



6 NATIONAL GALLERY OF IRELAND 7 STRATEGIC PLAN 2013-2015

BACKGROUND

The National Gallery of Ireland is Ireland's major national cultural institution devoted to the collection and care of fine art. Comprising some 15,000 paintings, drawings, watercolours, miniatures, prints, sculpture and decorative arts, the institution's extensive holdings include masterpieces by many of the most celebrated figures in the history of western European art. In addition the Gallery houses the most representative collection of historic Irish art. Funded mainly by the State, the Gallery provides free access to the public 361 days a year.

The Gallery recognises major changes to Irish society that present new challenges for the museum sector. The growing awareness of the importance of tourism to the economy, and more specifically cultural tourism, is encouraging heritage institutions such as the Gallery to develop amenities and services in line with twenty-first century needs. In so doing they can contribute more fully and beneficially to the social, cultural and economic life of the country. Impacting on this is the extra leisure time available to all sectors of the population and the increasing opportunity for people across all age and social categories to cultivate their interest in the fine arts whether for educational or recreational purposes.

The Gallery is responding to these new realities by focusing on a visitor-centred approach towards the display of its world class collection and the provision of its public services, whether the individual is physically present at the Gallery or is visiting remotely using the web or other media options.



CONTEXT

The National Gallery is currently at a critical juncture in its history. As all other state funded entities in Ireland at the moment, it is experiencing great uncertainty and change. This includes: budgetary and recruitment restrictions and funding cutbacks; discussions around shared services with the Irish Museum of Modern Art and the Crawford Art Gallery; and greater cooperation with other cultural and educational organisations.

However, there is also a great opportunity, as the Gallery moves from one successful Director to another. This change in leadership will present opportunities for new ideas and a fresh perspective on the organisation's future strategic direction.

The Gallery is undergoing a major refurbishment programme, the biggest in its history. The refurbishment period will also provide a number of challenges for the National Gallery, which need to be considered in developing the organisation's longer term strategy. Central to these are the completion of the MDP through the realisation of Phase 4, as yet unfunded. This presents the possibility of creating new galleries, improving visitor circulation, new education facilities at the heart of the Gallery, creating new centres of excellence for conservation and for the library & archive holdings of the Gallery and, finally, providing new back-of-house facilities, critical to the efficient operation of the Gallery.

This strategic plan covers the period 2013-2015. The challenges and opportunities identified above provide a backdrop on which this strategic plan was developed.



8 NATIONAL GALLERY OF IRELAND 9 STRATEGIC PLAN 2013-2015

VISION & MISSION

Over the past few years, the National Gallery has adhered to the core principles of its long-standing mission statement. However, the Gallery also needs a vision statement to complement this. Therefore, a new vision statement was developed for the National Gallery which establishes the Gallery's ambition for the next ten years. We also amended the mission statement to reflect the changing external environment, new facilities and emerging trends.

VISION

An outstanding visitor experience that inspires an interest in and an appreciation of art for all

Our vision explained:

The Collection is core to the mission and purpose of the National Gallery. This includes, pre-eminently, the experience of the visitor when interacting with the Collection and the. The visitor is not just an individual, family or group that physically visits the Gallery, but a person who interacts with the Gallery through the website or other on-line media; who engages with the Gallery or its facilities for educational, research, business or partnership purposes. It is the Gallery's ambition to create a visitor experience that will inspire an interest and appreciation of art for all through a combination of the Collection, and its care, through contact with of our staff, with our facilities, and through our partnerships. Our expansion plans for the Merrion Square site are integral to our vision for the future of the National Gallery. We wish to make the Collection accessible, enjoyable and meaningful to the widest audience possible.



MISSION

To care for, interpret, develop and showcase art in a way that makes the National Gallery of Ireland an exciting place to visit

Our mission explained:

The mission statement describes the National Gallery of Ireland's purpose. The International Council of Museum's (ICOM) most recent definition of a museum states that "A museum is a non-profit, permanent institution in the service of society and its development, open to the public, which acquires, conserves, researches, communicates and exhibits the tangible and intangible heritage of humanity and its environment for the purposes of education, study and enjoyment" (2007).¹ This definition includes art museums (galleries) that have collections of works of art together with museums that have historical collections of objects. Implicit in this statement is both the function of museums being a place that enables people to explore collections for inspiration, learning and enjoyment together with their purpose in the acquisition, safeguarding and making accessible collections that are held in trust for society.



1 See www.icom.museum. ICOM/the International Council of Museums is an organization created in 1946 by and for museum professionals, representing the global museum community, it is a diplomatic forum and leading force in ethical matters, with consultative status with the United Nations Economic and Social Council. The definition of a museum is in accordance with the ICOM Statutes, adopted during the 21st General Conference in Vienna, Austria, in 2007. 10 NATIONAL GALLERY OF IRELAND

The National Gallery's mission statement developed in this strategy reflects the definition above. To care for the Collection includes all that the Gallery does to ensure the works of art are conserved, protected, safeguarded and stored to the highest possible standard. This includes safeguarding the Collection for future generations, not just today's visitors. To interpret art includes the study of the Collection - research, education and interpretation of the works. To develop the Collection includes continuously researching, moving and enhancing the works of art. To showcase art refers to how the Collection, the Gallery's exhibits and other works of art are presented to society and visitors of the Gallery. To achieve an outstanding visitor experience, it will be important to showcase art in a creative and unique way. It is through the combination of these primary activities that will enable the Gallery to succeed in is core purpose of education, inspiration and enjoyment of art. In addition to being an exciting place to visit it is the mission of the National Gallery to also be a stimulating and rewarding place to work.

STRATEGIC OBJECTIVES

A series of *strategic objectives* were developed for each of the Gallery's priority areas. The objectives are intended to describe how the organisation will deliver on its vision and mission during the lifetime of this strategy. The diagram below outlines the eight strategic objectives agreed as part of the Gallery's future strategic direction.

The Visitor Experience

Objective 1: Align the Collection, our facilities, services, and all staff to support the delivery of an excellent visitor experience

It is the Gallery's objective to align the component parts of the visitor experience – the Collection, displays, the facilities, services and all staff – to enable and support the development of an outstanding visitor experience, even when there are physical restrictions on public access to the Gallery. It will require the combination of each of these important areas to contribute to the achievement of this objective - success in one of the parts alone will not be sufficient. This collaborative approach to developing and showcasing the Collection, in a creative and effective way using the Gallery's facilities will require the input and contribution from all parts of the organisation.

Priority Area: The Visitor / Patror 1. Align the collection, our facilities, services, and all staff to support the delivery of an excellent visitor experience

Priority Area:
The Collection

- 2. Actively manage the collection so that it is relevant and accessible within the Gallery's national remit and international reach
- 3. Ensure the collection is cared for, safeguarded and managed in an effective and efficient manner

Priority Area: Education & Community Engagament 4. Lead the development and delivery of visual literacy / art education in Ireland in conjunction with others

Priority Area: Facilities & Development 5. Maximise the use and impact of existing facilities during the development period and ensure readiness for Phase 4 Development

Priority Area: Collaboration / Alliances 6. Expand the Gallery's resources, accessibility and

Priority Area: Organisation Effectiveness 7. Ensure the appropriate systems, processes, and

sustainability through active collaboration

structures are in place to deliver on the strategic plan
8. Enable an effective and motivated workforce through training and professional development opportunities

Our Strategic Objectives Explained

The Collection

Objective 2: Actively manage the Collection so that it is relevant and accessible within the Gallery's national remit and international reach

This objective relates to the active management of the Collection so that it is relevant and accessible to all. The National Gallery of Ireland houses Ireland's national Collection of historic Irish and European fine art. As Ireland's National Gallery, it is important the Gallery fulfils its public service role and is accessible to all people throughout Ireland. Additionally, it is important that the Gallery has an international reach, attracting visitors from around the world either through loans or virtually, via the website.

12 NATIONAL GALLERY OF IRELAND

13 STRATEGIC PLAN 2013-2015

The Collection

Objective 3: Ensure the Collection is cared for, safeguarded and managed in an effective and efficient manner

This critical objective relates to the Collection is its maintenance, protection and care. This is a particularly important given the calibre of the Collection and the unique challenges the Gallery faces over the next three years as it continues the refurbishment process.

Education & Community Engagement

Objective 4: Lead the development and delivery of visual literacy / art education in Ireland in conjunction with others

The National Gallery is already very active in the provision of education and community engagement services. Over the course of this strategic plan, it is the ambition of the Gallery to build on its accomplishments so that the Gallery will be a leader in the development and delivery of visual literacy and art education in Ireland. To truly succeed in this objective the Gallery recognises the need to work closely with others, formally and informally.

Facilities & Development

Objective 5: Maximise the use and impact of existing facilities during the development period and ensure readiness for Phase 4 Development

The Gallery is committed to keeping highlights of the Collection on display and to a programme of temporary displays during the course of the refurbishment. It is appropriate to articulate in this strategic plan the Gallery's intention to maximise the use and impact of existing facilities during the extended development and refurbishment and to prepare for the Phase 4 Development.

Collaborations & Alliances

Objective 6: Expand the Gallery's resources, accessibility and sustainability through active collaboration

To effectively and efficiently deliver on this strategic plan it will be crucial to expand the Gallery's resources, accessibility and sustainability through active collaboration with external bodies. The Gallery is already actively engaged in collaboration processes with a range of cultural institutions but

recognises the benefits of further collaboration with other organisations, cultural institutions and many other external bodies to maximise its potential and reach.

Organisation Effectiveness

Objective 7: Ensure the appropriate systems, processes, and structures are in place to deliver on the strategic plan

Given the increased emphasis and importance placed on public sector organisations to deliver their services in an efficient and cost effective manner it is crucial that the National Gallery's governance, operational systems, structures and processes are appropriately aligned and streamlined. It also places an onus on the organisation and its staff to be innovative and smart in how it meets its objectives and goals. Under current centrally imposed restrictions on staff numbers and recruitment, the onus is on the Gallery to present a persuasive case to Government that it is best placed to manage the institutions within agreed guidelines and regulations.

Organisation Effectiveness

Objective 8: Enable an effective and motivated workforce through training and professional development opportunities

The successful achievement of the National Gallery's objectives is heavily dependent upon the Gallery's entire workforce having the necessary knowledge and skills. It is therefore critical that all staff members seek to develop their capabilities through continuous professional development.

In addition, the importance of cultivating a cohesive workforce and a positive working environment for all staff is also recognised as critical to the future success of the organisation. Central to this is the need to ensure all of the Gallery's departments work together to achieve the Gallery's shared vision.

14 NATIONAL GALLERY OF IRELAND
15 STRATEGIC PLAN 2013-2015

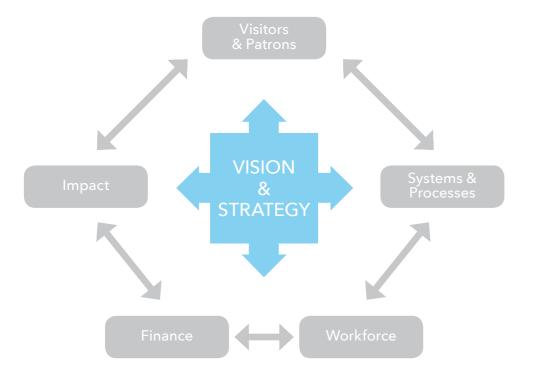
BALANCED SCORECARD METHODOLOGY

The 'not-for-profit' Balanced Scorecard (BSC) structure we are using has five perspectives of its performance which are relevant for the National Gallery: the Visitor / Patron, Efficient and Effective Systems & Processes, Motivated and Efficient Workforce, Enabling Financials and Social Impact. An organisation's Vision, Mission and Strategy are central to determining the focus of its Performance Measures.

As the model shows, all the perspectives are interrelated and impact on each other. In this way the Balanced Scorecard (BSC) is a dynamic approach to setting performance measures as it helps to ensure 'balance' and equal emphasis on all of the perspectives of performance which are necessary for an organisation to succeed and continue to be successful.

For the Gallery's BSC the five perspectives on performance are differentiated into two categories

- a. External Results Measures: Social Impact and the Visitor
- b. Internal Enabling Measures: Motivated and Efficient Workforce, Efficient and Effective Processes, and Enabling Financials.



This is because to be sustainable and produce results in the external world, the Gallery needs to ensure that its internal enablers of performance are continuously monitored.

The Performance Measures are quantitative and qualitative, and will drive organisational development in several ways:

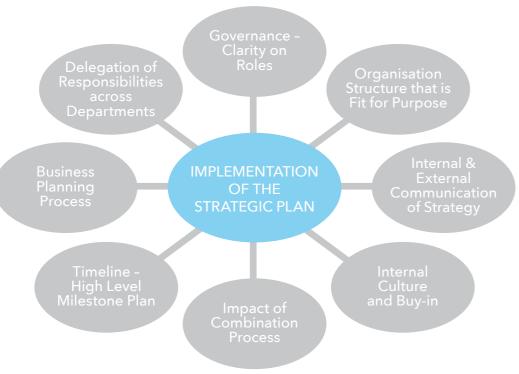
- They will create a performance and accountability culture that will help the targeting of scarce resources and ensure that delivering an outstanding visitor experience and greater appreciation and understanding of art
- They provide a basis for work-planning and objective-setting with staff
- They will require the development of quality standards and benchmarking of core processes within the National Gallery
- They will necessitate the formalisation of new processes to enable data collection on the visitor experience



16 NATIONAL GALLERY OF IRELAND

IMPLEMENTATION CONSIDERATIONS

There are a series of critical implementation considerations that need to be addressed in the short term to ensure the effective delivery of the strategic plan. These are illustrated in the diagram below.



Governance

It will be important to establish, from the outset, clear governance guidelines for the National Gallery. This includes clarity on roles and responsibilities between the Board and the Executive, and how they will interact.

Organisation structure that is fit for purpose

A full-scale organisational review is required in the first year of the strategy to ensure appropriate resources are in place to implement the strategic plan. The revised organisational structure should reflect the future strategic direction identified in this plan.

Internal and external communication of the strategy
Early on in the implementation of the strategic plan it will be important to
ensure the strategy is communicated effectively internally and externally.

It will be critical to ensure the appropriate internal buy-in and support for the organisation's ambitions.

Internal culture and buy-in

As stated above, securing at a very early stage, internal buy-in and support of the new strategic plan will be critical to its effective implementation. A core element of this is looking closely at the internal culture and ensuring the Gallery provides an environment for its staff that is ambitious, challenging, motivating, supportive and inclusive.

Impact of combination process

The three cultural institutions – the National Gallery of Ireland, Irish Museum of Modern Art (IMMA) and Crawford Art Gallery, Cork (CAG) submitted a proposal to the Department of Arts, Heritage and the Gaeltacht in response to the Government decision to combine the three cultural institutions. The proposal recommends how best this decision might be implemented, from the perspective of the three organisations.

Timeline / High-level milestone plan

A high-level milestone plan has been developed which identifies the priority activities that should commence within the first year of the strategy. The implications of these will impact the commencement date of a number of the other activities. There is a risk, as with all strategies, that the organisation aims to commence all projects in year one. The Gallery proposes adopting an appropriate pace for implementation over the three year period of this strategic plan.

Business planning process

The strategic plan is intended to provide a framework for the National Gallery over the next three years. To support the implementation of the strategic plan, an annual business planning and budgeting process should take place within the Gallery.

Delegation of responsibilities across projects

In line with the implementation consideration above, the strategic plan cannot be implemented by one person. There will be a need to delegate responsibilities across departments so that there is engagement and a sense of ownership at all levels of the Executive and/or Management Team.

18 NATIONAL GALLERY OF IRELAND

CRITICAL SUCCESS FACTORS

This strategic plan outlines an ambitious programme for the National Gallery over the next three years. Successful implementation of this strategic plan will be contingent on building on the positive momentum and engagement established during the period spent developing this strategy plan, in addition to ensuring that the appropriate systems, resources and supports are developed and in place. Some of the critical success factors that need to be considered to support the successful implementation of the strategic plan are identified below.

1. Secure and manage financial resources efficiently and effectively

Maintaining and managing the Gallery's human, financial and infrastructural resources as tightly as possible will be critical to the successful achievement of the strategic objectives outlined in this plan. Building a strong case for funding and support from Government. Other sources of funding, which will necessitate developing a sustainable fundraising model, will be crucial.

2. Put the implementation of the Strategic Plan on a project management footing

There is a need to support the achievement of the Gallery's strategic plan with the development of annual business or work plans. This planning process should be grounded in a strict project management approach and reflect working towards the achievement of the Key Performance Indicators identified earlier. The resulting plans will break down the outcomes into operational detail for the Gallery and each department, and should be reviewed and reported bi-annually.

3. Provide strong leadership at all levels across the organisation

The presence and development of a strong leadership team with a clear mandate to oversee the strategy, as well as implement the strategic plan, will be critical to the future success of the Gallery. This includes leadership from the Board, the Director and senior management team, among others.

4. Motivate and develop staff

The continued commitment and capacity of the National Gallery staff to deliver on the strategic plan will determine the success of this plan to a large part. Ensuring that the current team is developed, retained and supported is of crucial importance in ensuring the long-term sustainability of the organisation.

5. Appropriate organisation structure and reporting mechanisms

In order to most effectively implement the strategic plan it is important that the National Gallery ensures its organisation structure is fit for purpose and aligned with achieving the organisation's vision. This will include ensuring, within the on-going constraints of limited funding, that the number and mix of staff and allocation of responsibilities is best suited to the activities taking place within the organisation.

6. Support from key external stakeholders

The National Gallery should seek opportunities to engage and work collaboratively with key external stakeholders to deliver on the mission and vision of the Gallery. This has been identified in the strategic plan and will contribute greatly to the sustainability of the organisation.

7. Strategic Plan remains relevant and central to all thinking and activity within the Gallery

It is important the Plan is regularly reviewed and revised to ensure its overarching objectives remain relevant and drive activity within the Gallery. It is equally important all Board and staff adopt an innovative and flexible approach to delivering on their shared vision for the National Gallery.

Now that a strategic framework and roadmap has been developed for the National Gallery, serious consideration and planning is required to implement the plan. The high-level milestone plan below illustrates some of the primary areas that need to be implemented in the short term. Further consideration is required by the Director and senior leadership team to expand on these areas and others as appropriate.

CORE ACTIVITY	Year 1	Year 2	Year 3
Governance & Organisation Structure			
Implementation & Business Planning			
MDP Phase 4 Planning & Development			
The Combination Process			

NGI Strategic Plan, Summary, November 2013

Photo Credits: p.6 Photo Courtesy Fennell Photography, p.7 Photo © Heneghan Peng, p.8 Photo Courtesy Maxwell Photography



National Gallery of Ireland Merrion Square West, Dublin 2 Telephone + 353 (0)1 661 5133 Email: info@ngi.ie Web: www.nationalgallery.ie