



Strategic Plan

2019-2023

GAILEARAÍ
NÁISIÚNTA^{na}
hÉIREANN

NATIONAL
GALLERY of
IRELAND





Strategic Plan 2019-2023 Contents

Message from the Chair	2
Director's Foreword	5
Numbers at a Glance – 2017	7
Who We Are	8
Challenges & Opportunities	9
Implementing Our Objectives	15

Message from the Chair

This strategic plan presents the Gallery's priorities and programmes between 2019 and 2023. Developed after intensive discussions among the staff, coordinated by the Gallery's Executive teams, it was approved by the Governors and Guardians, and by the Minister for Culture, Heritage and the Gaeltacht, Josepha Madigan TD, at the end of 2018. The aims of this strategic plan accord with the most recent statements of strategy published by the Minister and the Department of Culture, Heritage and the Gaeltacht.





Following the reopening of the historic wings in June 2017 after an extensive refurbishment, this is an appropriate moment to reset the Gallery's priorities. A new display of the permanent collection, alongside an intensive programme of public and educational activities, has placed the visitor at the forefront of our thinking. Further progress on digitising the collection and creating engaging content on the Gallery website have extended the reach of the Gallery to those who have yet to make a visit.

The key development in the coming quinquennium is to maintain focus on completing the Gallery's Master Development Plan (MDP). The Government announcement in early 2018 of capital funding for cultural infrastructure projects under Project Ireland 2040 allocates public funds towards realising this long-term ambition. Alongside this once-in-a-generation opportunity to radically improve the Gallery's facilities and amenities, the next five years will see the Gallery develop its public programming, as well as making preparations for resourcing the completed MDP. These actions underpin our mission to bring the people of Ireland and overseas visitors closer to the art we hold for their benefit.

Michael Cush

**CHAIR, BOARD OF GOVERNORS & GUARDIANS,
NATIONAL GALLERY OF IRELAND**



Director's Foreword

This five-year strategic plan reflects the priorities of the Gallery in the context of the most recent strategic plan of the Department of Culture, Heritage and the Gaeltacht and the recent series of future plans for programme and cultural infrastructure under Project Ireland 2040.



The key achievement of the period just covered is the reopening of the refurbished historic wings of the Gallery, along with a prominent programme of exhibitions, activities and events that place the Gallery at the forefront of the state's national cultural institutions. The shining example of the refurbished wings exemplifies the potential of cultural institutions to attract new audiences and increased visitor numbers from Ireland and overseas.

Government's 2018 announcement of increased spending on the arts, and on cultural infrastructure, enables the Gallery to make further progress towards completing the Master Development Plan (MDP). Modest revisions to existing plans and the integration of three houses on Merrion Square set the course for pursuing planning permission and a period of construction that will see the completion of the most ambitious redevelopment in the Gallery's history.

Underpinning these developments are preparations for the Gallery as it will become, following completion. In turn, the management of staff and programmes will continue to develop, offering the Gallery's many online and on-site visitors and supporters an enriching experience of the visual arts.

Sean Rainbird

DIRECTOR, NATIONAL GALLERY OF IRELAND



The National Gallery of Ireland, the country's most popular free visitor attraction, houses the nation's collection of European and Irish art from around 1300AD to the present day, and an extensive Library & Archive.

- ✧ Founded by an Act of Parliament in **1854**, opened to the public in **1864**
- ✧ Houses over **16,300** works of art, including **2,680** oil paintings and over **12,000** works on paper
- ✧ Holds works that broadly represent the development of the **major European schools of painting** – British, Dutch, Flemish, French, German, Italian and Spanish – complemented by a comprehensive collection of Irish fine art and Library & Archive collections
- ✧ Is home to the **National Portrait Collection**
- ✧ Was extended in **1903** (Milltown Wing), in **1968** (Beit Wing) and in **2002** (Millennium Wing)

Nominated for European Museum of the Year (2018), and winner of the Royal Institute of the Architects of Ireland Culture/Public Building Award (2018), the Gallery continues its mission of serving our visitors in their enrichment and enjoyment of visual art. Entry to the collection is free for all to enjoy, learn and be inspired.



Numbers at a Glance – 2017

1,065,929

VISITS
TO THE GALLERY,
+41% ON 2016



414,958

CUSTOMERS
VISITED THE SHOP,
+50% ON 2016



1.5m

VISITS TO WEBSITE
AND SOCIAL MEDIA



102,362

VISITORS
TOOK PART IN
THE EDUCATION
PROGRAMME



186

VOLUNTEERS

532,000

PEOPLE REACHED
BY A SINGLE SOCIAL
MEDIA POST PROMOTING
F.W. BURTON'S FOR
THE LOVE OF ART



101,126

VISITORS
WELCOMED TO
*VERMEER AND
THE MASTERS OF
GENRE PAINTING*
EXHIBITION



2,842

FRIENDS
MEMBERSHIPS



54

PATRONS
OF IRISH ART

16,364

ARTWORKS IN THE
COLLECTION IN 2017



102

NEW ACQUISITIONS
IN 2017



2,024

RESEARCHERS
VISITED THE
LIBRARY & ARCHIVES
READING ROOMS



3,968

TITLES
ADDED TO
BIBLIOGRAPHIC
COLLECTIONS



37

NEW STAFF HIRED

Who We Are

Mission

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

Vision

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

Our Role

Dedicated to bringing people and art together

Our Purpose

To enrich lives and care for the collections we hold in trust

Our Values

INTEGRITY

We are united in doing things for the right reasons. We are here to provide people with the most enriching experience of art possible.

OPENNESS

We engage positively with a wide range of audiences and stakeholders, and approach our work with fresh ideas. We embrace diversity and audiences representative of contemporary Irish society, and promote equality. Our doors are open to the public seven days a week.

CREATIVITY

We are creative and resourceful. We inspire our audiences by heightening their knowledge and enjoyment through discovery and innovation.

EXPERTISE

We are committed to making sure our audiences share the activities and insights of the Gallery's many specialists.

Challenges & Opportunities

The Gallery is evolving in a period of rapid social, political and economic change. New patterns of emigration and immigration continue to shape the profile of our visitors and programmes, as much as the increasing importance of cultural tourism. The Gallery and its programmes need to reflect these new national and international realities and the challenge they set us.



Cultural, transport, educational and housing amenities are increasingly important in making Dublin attractive to business and investment. The Gallery is a key representative of the importance of culture in Ireland.

Free entry to the collection means visitors need special reasons to pay for ticketed exhibitions. Changes in public funding lead us to create a new focus on finding other potential sources of revenue, from fundraising to trading operations.

Brexit has the potential to affect visitor numbers, movement of people and art, and our ability to collaborate with institutions in the UK.

With visual art not among the core curricular subjects, the Gallery must contribute lively and enriching programmes for all levels of learning.

Our Five-Year Goals

The National Gallery of Ireland will focus on three core strategic areas over the coming five years:

1.

The Gallery will **grow and enhance** its offering and presence, by attracting healthy visitor numbers and growing its national footprint.

2.

The Gallery will **listen to and share with** its audiences, to understand their needs and enable them to access it on their terms.

3.

The Gallery will **invest in and protect** its long-term future as the final phase of the Master Development Plan progresses towards completion. The Gallery will invest in staff and prepare the organisational structures needed to support this development and ensure that it provides long-lasting benefits.



Grow & Enhance

The Gallery will continue to grow visitor numbers, extend its digital footprint and further develop in-house expertise. We will develop a stronger national presence by laying the foundations for a National Gallery Art Library & Archive, the National Gallery of Ireland Education Centre and the National Gallery of Ireland Conservation Centre.



We will deepen our partnerships with other Irish and international organisations and expand our exhibition, digital and education programmes outside Dublin.

The Gallery will seek greater diversity and audiences representative of Irish society, make major progress on digitising the collection, and place a greater focus on research, as well as the patronage of research and study, through continued awarding of fellowships.

The Conservation department will expand scientific research on works of art, and the ESB Centre for the Study of Irish Art will be developed into the leading research facility on Irish art. The Education department will lay the groundwork for the National Gallery of Ireland Education Centre, to provide innovative opportunities for learning and engagement.

These ambitions will be supported by increased commercial revenue and greater fundraising. Careful and effective management of the Gallery's assets and resources will maximise the impact of these activities.

Listen & Share

The Gallery will intensify community engagement, increase accessibility, and develop and disseminate knowledge and research.



We will increase engagement with the collection and encourage close collaboration with other museums, galleries, universities, colleges and researchers in Ireland and abroad.

In an increasingly digital world, we will strengthen data collection and analysis, and pursue a more data-driven strategy. This will support the work of the Gallery and staff, and inspire our audiences in ways not possible until now.

We will make the collection available to other Irish galleries and museums, share the collection digitally and improve access to Gallery images. We will pay special attention to our unique responsibilities as custodians of the state's collection of art. We will share our diverse areas of expertise in museum management to support other Irish galleries and museums.

We will intensify our community involvement through long-term co-creation with key community partners, third-level institutions and lifelong learners. We will engage with every school in the country, and make sure that each has the opportunity to visit the Gallery.

The Gallery, with its specialised staff resources, is uniquely placed to provide leadership in arts and cultural policy development.



Invest & Protect

The final phase of the Master Development Plan will be a substantial investment in the Gallery's long-term future. The Gallery will establish new, outstanding, purpose-built spaces and storage areas, and refurbish three Georgian buildings on Merrion Square.



This development will present our staff with new challenges and opportunities. We will invest in staff development and well-being, and in new technologies to assist them in their work and to safeguard the collection.

By investing in our facilities, staff and technologies, we will ensure that Phase 4 of the MDP provides long-lasting benefits for government, the collection and our audiences.

We will focus on the preservation, protection and research of the national collection in order to safeguard it for future generations.





Implementing Our Objectives

Director's Office

Legal & Compliance

Ensure compliance with all regulatory requirements

Policy

Provide leadership and thought content for wider policy development

Development

Increase the Gallery's capacity to generate income from membership, philanthropy and corporate partnerships

Friends

Enhance what we offer and progress towards the longer-term goal of 10,000 Members for the benefit of the Gallery



Collections & Research

Preservation & Expansion

Safeguard the collections for the future and expand it with key acquisitions

Research & Documentation

Progress and enhance research on and documentation and cataloguing of the collections

Exhibitions & Publications

Enhance the quality and visibility of our exhibition and publication programmes

Digitisation

Make decisive progress on digitising the collections

Collaboration

Increase collaboration with other museums, galleries, universities, colleges and researchers in Ireland and abroad



Public Engagement

Visitor Growth

Set in place relationships and infrastructure to support 1m visitors annually

Audience Engagement

Listen to and collaborate with our audiences to enable them to engage with the collection in a wide range of ways

Co-creation

Invest in long-term co-creation with community partners

National Reach

Enhance the national reach of the collection through digital platforms, communication and programming



Corporate Services

Operations

Develop the Gallery complex to maintain a safe and efficient working environment for staff, visitors and the collection

Commercial

Refocus the Gallery's capacity to generate income from a wide range of commercial opportunities, developing a more consistent funding model

Business Services

Adopt a business model that supports informed strategic decision-making and reporting with robust data, and ensure efficient use of resources

Corporate Governance

Fulfil responsibilities under the Code of Practice for the Governance of State Bodies and the obligations of the Safety, Health and Welfare at Work Act 2005. Promote meaningful engagement with Government Departments and other key stakeholders and funders



Our Staff

Recruitment

Attract and recruit the best staff possible as a key driver of the success of the Gallery

Professional Development

Train, develop and support staff to achieve their career ambitions and align their work with the strategic goals of the Gallery

Create an environment in which the staff can grow and contribute to the success of the Gallery

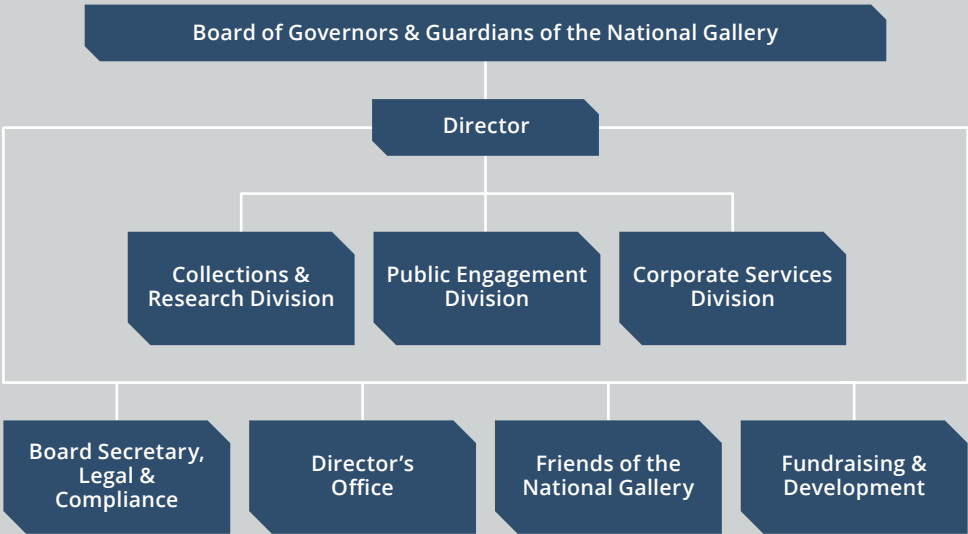
Leadership & Management

Support and strengthen leadership & management capability

Working Environment

Create a progressive, collaborative and healthy working environment that benefits both staff and visitors

Organisation Structure



MDP Phase 4

Progress MDP Phase 4

Bring this once-in-a-generation project to a successful conclusion. Prepare for full refurbishment of the Gallery and achieve international standards in all museum facilities

New Facilities

Establish new state-of-the-art, purpose-built spaces for Conservation, Education, Library & Archives and Commercial, as well as new exhibition spaces and storage areas.



Published in 2019 by:

THE NATIONAL GALLERY OF IRELAND

Merrion Square West, Dublin 2, D02 K303

www.nationalgallery.ie

© 2019 National Gallery of Ireland

Design by:

WONDER WORKS

Photography credits:

© **JACK CAFFREY, THE PIMLICO PROJECT:**

Front cover (top), pp. 2-3 (top), 4 (top right) 5, 6 (top), 11, 12 (top), 13 (top), 17, 18 (right)

© **FENNELL PHOTOGRAPHY:**

Inside front cover, pp. 2-3 (lower), 6 (lower)

© **NATIONAL GALLERY OF IRELAND:**

Front cover (lower), pp. 3, 13 (lower)

© **MAXWELL PHOTOGRAPHY:**

pp. 4 (lower), 10 (lower) 12 (lower), 19

© **CONOR O'LEARY:**

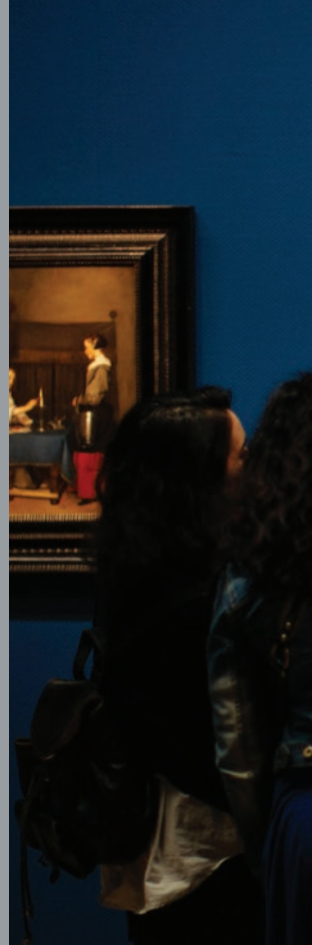
pp. 4 (top), 9, 18 (left), 21

© **MARIE-LOUISE HALPENNY:**

pp. 14-15

© **SHANE O'NEILL SON PHOTOGRAPHIC:**

p. 16



nationalgallery.ie