

2007 Output Statement for the Ministerial Vote Group for the Minister for Arts, Sport and Tourism

Introduction

The 2007 Vote Output Statements are a key element of the Budget and Estimates Reform measures announced by the Minister for Finance in Budget 2006. Output Statements are designed to match the key outputs of the main Departmental programmes to the financial and staffing resources allocated to them for the financial year in question. Output Targets are provided for 2007 and information on performance against these targets will be provided in 2008 when new targets for that year will also be provided.

This is the first year of the Annual Statements and it is intended that Statements in future years will be refined, taking into account the discussions with the Select Committee.

The Minister for Arts, Sport and Tourism is pleased to present to the Select Committee the Output Statements for his Department (Vote 35) and for the National Gallery of Ireland (Vote 33)

2007 Output Statement for the Department of Arts, Sport and Tourism **(Vote 35)**

1. Summary Statement of Department of Arts, Sport & Tourism High-level Goals, aggregate impact indicator for each high-level goal and programmes under each goal:

Under its Statement of Strategy, 2005-2007, the Mission of the Department of Arts, Sport and Tourism is:

"To support national economic and societal progress and enrich the quality of life of the people of Ireland by facilitating the promotion and sustainable development of the arts and culture, sport and tourism sectors, while optimising interaction between them".

Arts, Sport and Tourism is a small policy-focused Department, with a core staff of 130 people. It was established in June, 2002. Its total gross budget in 2007 is some €672m. Responsibility for the implementation of policy across the three sectoral areas, with the exception of the Sports Capital, Swimming Pools and ACCESS Programmes is primarily carried out by some 20 Agencies and Bodies which operate under the aegis of the Department.

The High Level Goals set for the three sectoral areas of the Department are set out in the Statement of Strategy as follows:

Arts and Culture:

To create an environment that enables arts and culture to flourish, through the provision of an appropriate legislative, policy and resource framework.

Sport:

Recognising the role of sport in fostering healthy lifestyles, to support and influence increased interest and participation in sport, the improvement of standards of performance in sport and the development of sports facilities at national, regional and local level, through an appropriate policy and resources framework.

Tourism:

To support the sustainable growth of the tourism industry and to help address the competitive challenge through the development, implementation and influencing of a range of policy actions and programmes which optimise the economic and social benefits of the sector to Ireland.

The Department's output essentially revolves around its primary role in

- formulating, developing and evaluating policy for the sectors for which it has responsibility,
- providing the necessary legislative framework,
- setting the institutional arrangements for programme and service delivery and

- determining the financial resources to undertake its remit through the Estimates / Budgetary framework.

This is done either directly by the Department itself (Sports Capital Programme, Swimming Pools Programme, ACCESS Programme) or through its State bodies. Responsibility for most of the schemes and programmes to support the development of the sectors is held by the State Bodies involved and, in that regard, the Department has a particular role in ensuring that the best levels of corporate governance and financial probity are in place for these bodies in relation to undertaking their roles.

The aggregate desired outcome for the Department's work, is (i) a wider level of practice, access to and experience of the arts and our cultural heritage, (ii) an increase in the level of participation in sport and physical activity and the maximisation of our potential performance at elite level, and (iii) increased revenue earnings through the further sustainable development of tourism.

2. Total budget for Department – by source of funding by year:

Given the size of the Department's overall budget, in terms of overall Government expenditure, it is proposed to breakdown total gross expenditure into three programmes to align with the sectoral groupings included in the Department's Vote i.e. Tourism Services, Sports and Recreation Services and Arts and Culture Services.

	2006 Provisional Outturn €million	2007 REV €million	% Change on 2006 Outturn
Voted Expenditure	529.241	651.515	23%
Non-Voted Expenditure (state source)	0	0	-
Deferred Surrender	16.5	20.842	26%
Total Gross Expenditure	545.741	672.357	23%
Appropriations-in-Aid	1.856*	2.240	21%
Net Expenditure	543.885	670.117	23%

** Includes Receipts which cannot be directly apportioned to the Department's Programmes (EU Receipts – Peace and Reconciliation Programme €1.013m and other miscellaneous receipts €31k)*

3. Breakdown of total gross expenditure at 2 above by Programme:

Programme	2006 Provisional Outturn €million	2007 REV €million	% Change on 2006 Outturn
Tourism Programme			
Programme Expenditure	144.004	158.691	10%
Programme Administration	0.866	0.886	2%
Support Expenditure	1.217	1.386	14%
Total Gross Programme Expenditure	146.087	160.963	10%
Appropriations-in-Aid	0.772	0.200	-74%
Net Programme Expenditure	145.315	160.763	11%
Sports Programme			
Programme Expenditure	208.634	295.426	42%
Programme Administration	1.588	1.649	4%
Support Expenditure	1.978	2.253	14%
Total Gross Programme Expenditure	212.200	299.328	41%
Appropriations-in-Aid	0	2.000	-
Net Programme Expenditure	212.200	297.328	40%
Arts, Culture, Film and Archives Programme			
Programme Expenditure	181.842	206.045	13%
Programme Administration	3.735**	3.883**	4%
Support Expenditure	1.876	2.138	14%
Total Gross Programme Expenditure	187.453	212.066	13%
Appropriations-in-Aid	0.040	0.040	-
Net Programme Expenditure	187.413	212.026	13%

**** Includes salary costs of the National Archives of Ireland.**

4. Individual Programme details for each programme:

Tourism Programme

High Level Goal:

To support the sustainable growth of the tourism industry and to help it address the competitive challenge through the development, implementation and influencing of a range of policy actions and programmes which optimise the economic and social benefits of the sector to Ireland.

Key Strategies to achieve high level Goal:

- Facilitate implementation of the detailed strategy for the sustainable development of Irish tourism 2003-2012 as set out in the Report of the Tourism Policy Review Group, "New Horizons for Irish Tourism: An Agenda for Action", published in September, 2003
- Improve the efficiency and effectiveness of the delivery mechanisms for State support for tourism through Tourism State Agency (Tourism Ireland, Failte Ireland, Shannon Development) structures
- Ensure that the resources for tourism marketing and promotion, human resource development and product development are optimally deployed in pursuit of the objectives and recommendations set out in the Agreed Programme for Government, the NDP and the Report of the Tourism Policy Review Group
- Identify and progress the scope for collaborative action across the three functional areas of the Department (i.e. arts/culture, sport and tourism) in order to mutually enhance the future development of the sectors involved.

Inputs			
Tourism Programme	2006 Provisional Outturn €million	2007 REV €million	% Change on 2006 Outturn
Programme Expenditure			
- Current	138.183	141.596	2%
- Capital	5.821	17.095	194%
Programme Administration			
- Pay	0.822	0.828	1%
- Non-pay	0.044	0.058	32%
Support Expenditure	1.217	1.386	14%
Total Gross Programme Expenditure	146.087	160.963	10%
Appropriations-in-Aid	0.772	0.200	-74%
Net Programme Expenditure	145.315	160.763	11%
			Year 2007
Number Departmental Staff employed on Programme (WTEs)			28.3

Outputs	
	2007
Programme Item	Output Target
Provide the necessary policy context, legislative and institutional framework, finances and corporate governance arrangements for the efficient and effective operation of the Tourism State Agencies.	<ul style="list-style-type: none"> • Enable the State Agencies to support the achievement of the growth targets set for overseas visitor numbers and associated foreign revenue earnings of 5.6% and 7.3% respectively in 2007.
Meet National Development Plan 2007 – 13 commitments (in Tourism Development Programme).	<ul style="list-style-type: none"> • Complete contractual arrangements for the delivery of the National Conference Centre. • Launch new Tourism Product Development Strategy.
Report of the Tourism Policy Review Group.	<ul style="list-style-type: none"> • Progress implementation of the 76 recommended actions in the "New Horizons" report of the Tourism Policy Review Group and publication of a Progress Report by the Tourism Strategy Implementation Group and the organisation of a Tourism Forum with the industry.

Sports Programme

High Level Goal:

Recognising the role of sport in fostering healthy lifestyles, to support and influence increased interest and participation in sport, the improvement of standards of performance in sport and the development of sports facilities at national, regional and local level, through an appropriate policy and resources framework.

Key Strategies to achieve high level Goal:

- Facilitate the use of public funds to promote increased participation in sporting activity. This to be achieved by (i) ensuring the implementation of the Irish Sport's Council's strategy for sport, by (ii) facilitating the operation of the National Sports Campus Development Authority and (iii) by delivering funding to Horse Racing Ireland and Bord nagCon in accordance with the provisions of the Horse and Greyhound Racing Fund
- Facilitate the provision of sports facilities on a nationwide basis
- Facilitate and oversee the redevelopment of Lansdowne Stadium and the redevelopment of a campus of sports facilities at Abbotstown
- Support the development of the Horse and Greyhound sector in Ireland
- Meet the Department's responsibilities in relation to sporting issues as required by the European Union, the Council of Europe and the World Anti-Doping Agency (WADA).

Inputs			
Sports Programme	2006 Provisional Outturn €million	2007 REV €million	% Change on 2006 Outturn
Programme Expenditure			
- Current	102.421	118.279	15%
- Capital	106.213	177.147	67%
Programme Administration			
- Pay	1.388	1.435	3%
- Non-pay	0.200	0.214	7%
Support Expenditure	1.978	2.253	14%
Total Gross Programme Expenditure	212.200	299.328	41%
Appropriations-in-Aid	0	2.000	-
Net Programme Expenditure	212.200	297.328	40%
			Year 2007
Number Departmental Staff employed on Programme (WTEs)			51.9

Outputs	
	2007
Programme Item	Output Target
<p>Provide the necessary policy context, legislative and institutional framework, finances and corporate governance arrangements for the efficient and effective operation of the Sports State Agencies viz:</p> <ul style="list-style-type: none"> • Irish Sports Council • National Sports Campus Development Authority • Horse Racing Ireland • Bord na gCon 	<ul style="list-style-type: none"> • Ensure implementation of the ISC's strategy for sport; Institute for Sport and Coaching Ireland established • Bed in new Sports Campus Development Authority • Ensure implementation of HRI strategy • Greyhound Industry Act amended; Bord compliant with Government financial and corporate governance requirements
<p>Meet National Development Plan 2007 – 13 commitments (in the Sport Sub-Programme) which envisages the development of national sports infrastructure including</p> <ul style="list-style-type: none"> • Redevelopment of the Stadium at Lansdowne Road • Campus of Sports Facilities at Abbotstown • Deliver 2007 round of Sports Capital Programme • Construction of Pools under the Local Authority Swimming Pool Programme 	<ul style="list-style-type: none"> • Subject to the granting of planning permission, have the programme of construction underway by 2007. • Have renovation of new HQ for FAI completed and FAI relocated there during 2007; Design and planning process completed for delivery of Phase I of NSCDA programme • Process and assess 2007 programme and applications and recommendations by April 2007. • Six pool construction starts in 2007.

Arts, Film and Culture Programme

High Level Goal:

To create an environment that enables arts and culture to flourish, through the provision of an appropriate legislative, policy and resource framework.

Key Strategies to achieve high level Goal:

- Implement the remaining provisions of the National Cultural Institutions Act 1997
- Review of National Archives Act 1986 including question of autonomous status of the National Archives
- Review of the Irish Manuscripts Commission (IMC)
- Encourage and promote film-making in Ireland
- Support the further development of arts and culture infrastructure
- Improve the efficiency and effectiveness of the delivery mechanisms for State support for arts and culture through the various State Agency (primarily the National Archives, National Museum, National Library, National Gallery, Irish Museum of Modern Art, National Concert Hall, Arts Council, Chester Beatty Library, Crawford Gallery – Cork, and the Irish Film Board) structures
- Rebuild the National Theatre
- Support Culture Ireland
- Facilitate the long-term strategic development of the national Concert Hall (NCH)
- Assess and evaluate storage/exhibition facilities at the National Cultural Institutions
- Encourage acquisition of artworks and cultural objects by the National Collecting Institutions.

Inputs			
Arts, Culture, Film and Archives Programme	2006 Provisional Outturn €million	2007 REV €million	% Change on 2006 Outturn
Programme Expenditure			
- Current	114.009	126.695	11%
- Capital	67.832	79.350	17%
Programme Administration			
- Pay	1.569	1.677	7%
- Non-pay	0.153	0.157	3%
National Archives Ireland – Pay	1.628	1.568	-4%
National Archives Ireland – Non-pay	0.386	0.481	25%
Support Expenditure	1.876	2.138	14%
Total Gross Programme Expenditure	187.453	212.066	13%
Appropriations-in-Aid	0.040	0.040	-
Net Programme Expenditure	187.412	212.026	13%
			Year 2007
Number Departmental Staff employed on Programme (WTEs)			89.4***

*** Includes staff of the National Archives of Ireland of 39.6 WTEs.

Outputs	
	2007
Programme Item	Output Target
Provide the necessary policy context, legislative and institutional framework, finances and corporate governance arrangements for the efficient and effective operation of the Arts, Film and Culture State Agencies.	<ul style="list-style-type: none"> • Draft legislation to put Culture Ireland on a statutory footing • Progress review of the National Archives Act, 1986 • Finalise review of the Irish Film Sector
Meet National Development Plan 2007 – 13 commitments (in Culture Sub-Programme) for which the strategic rationale lies in the need to protect and showcase our cultural heritage, to support the Government policy on universal access to arts and culture facilities; the desire to enrich the lives of the people of Ireland and to assist the tourism industry in product development in this area.	<ul style="list-style-type: none"> • Progress the development of the new National Concert Hall at Earlsfort Terrace • Commence Architectural competition for the new National Theatre • Process efficiently projects under the ACCESS and ACCESS II Programmes • Progress the proposed new Centre Block at the National Museum of Ireland, Collins Barracks and, subject to planning permission, a new Repository for the National Library, the enhancement of the National Gallery buildings and major building projects at other key Cultural Institutions
Encourage the acquisition of artworks and cultural objects by the National Cultural Institutions	<ul style="list-style-type: none"> • Carry out a review of the Heritage Fund Act, 2001

The National Gallery of Ireland - Output Statement for 2007
(Vote 33)

In accordance with its Statement of Strategy 2007- 2008, the Mission Statement of the National Gallery of Ireland is as follows:

The purpose of the National Gallery of Ireland is to display, conserve, manage, interpret and develop the National Collection; to enhance enjoyment and appreciation of the visual arts and to enrich the cultural, artistic and Intellectual life of present and future generations.

The Key Objectives which arise from the Mission Statement are:

Key Objective 1: To Maintain, display, enhance and manage the Collection.

Key Objective 2: To Develop the Gallery as a leading centre for the study and dissemination of knowledge of the Collection and the visual arts, generally.

Key Objective 3: To Facilitate greater public access to the Collection.

Key Objective 4: To Ensure that the Gallery has the competencies, resources and management structures necessary to operate to the highest standards.

Delivery of the Master Development Programme(MDP). This major project is being undertaken to address major shortcomings in the Gallery's infrastructure. Most crucially, it will bring the exhibition galleries in the historic buildings into line with international standards for major collections. New picture galleries will also form part of the plan, in this instance to provide additional accommodation in which to display the expanding collection, including a dedicated space for the Yeats Museum and cabinet galleries for works on a small scale. Provision will also be made for customised facilities for the better care and study of the collection, including conservation and photographic studios. Public services will also be considerably enhanced, most notably by the development of customised accommodation for the activities of the Gallery's busy Education Department. New facilities for the Gallery Library will also constitute part of the brief.

The Gallery's High Level Goals and Outputs which derive from the Key Objectives set out above and the resources allocated to achieve these Outputs in 2007 are summarized below:

Costs and Inputs:

Key Objectives		No:1	No:2	No:3	No:4
Details	2007 Revised Estimate	Collection Management	Knowledge Dissemination	Public Access	Support
	€000	€000	€000	€000	€000
Staff Costs	6,178	3,660	1,045	240	1,233
Other Admin Costs	2,547	471	250	90	1,736
Picture Acquisitions & Conservation	3,000	3,000			
Research services	40		40		
Total Budgeted Expenditure	11,765	7,131	1,335	330	2,969
Total staff resources (WTE)	129	84	18	4.5	22.5

Key Objective 1: Maintain, display, enhance and manage the Collection.

The Gallery holds a major collection of art of international repute from the Middle Ages to the twentieth century. It is a collection that has been built up over many years and that requires continuous development through new acquisitions. The collection currently comprises almost 13,000 works of art, including paintings, drawings, watercolours and miniatures, prints, sculptures, collections of silver, furniture, glass and *objets d'art*. It is a balanced collection in which important works from all the key schools are represented comprising an irreplaceable national and international cultural resource. The Gallery holds the most important, representative collection of Irish art in the world including the Yeats collection and the National Portrait Collection, which contain images of people who have played a part in the social, cultural and political history of the nation.

High Level Goal 1.1: Collection Maintenance, Conservation, security and the environment: Preserve the Collection to the highest standards

Output Targets for 2007:

- **Establish criteria for the storage of material on and off-site.**
- Consider the impact of the scheduled building programme for the collection

High Level Goal 1.2: Collection Display: Ensure the best works in the collection are on permanent display, using appropriate and up-to-date interpretative methods.

Output Targets for 2007:

- Consider the feasibility of managing loans during the MDP

High Level Goal 1.3 Acquisitions: Augment the collection in line with the Gallery's collection development policy through purchases, donations and bequests.

Output Targets for 2007:

- Review strategies and structures to promote gifts and bequests to the collection.
- Put in place contingencies to fund the acquisition of masterpieces which are of special importance for the collection.

High Level Goal 1.4 Manage the collection: implement a comprehensive collection management system to include all works within the Gallery and on loan.

Output Targets for 2007:

- Progress the implementation of the computerised Collection Management System to include all relevant modules.
- Advance the high resolution digitisation of the Collection
- Progress the computerisation of the Conservation Records

Key Objective 2: Develop the Gallery as a leading centre for the study and dissemination of knowledge of the Collection and the visual arts, generally.

Given the importance of its collection, the Gallery has a significant role to play in the community in heightening awareness and fostering interest in the study of art. Given the nature of the collection, the Gallery has a special role to play in promoting an appreciation of Irish Art.

The Gallery fulfils this objective primarily through research, exhibitions, publications and also through its education and community outreach service, its Library and documentation services and alliances with other museums and institutions, nationally and internationally.

High Level Goal:2.1 Research: Enhance understanding of the Collection through research, internally and externally, in co-operation with other institutions.

Output Targets for 2007:

- Continue to plan and resource the publication of scholarly catalogues on the collection (British, Early Italian, French, Later Irish Paintings)
- Promote the scientific investigation of the collection
- Continue to establish links with academic institutions.
- Facilitate the hosting of symposia and research oriented events.
- Facilitate interdisciplinary activities and projects.
- Publish scholarly catalogues for all major exhibitions.

High Level Goal 2.2 Exhibitions: Develop the Gallery as a leading international centre for promoting and attracting exhibitions.

Output Targets for 2007:

- Schedule a programme of exhibitions to Autumn 2008, immediately prior to MDP
- Initiate planning for programme from 2010, immediately following MDP
- Promote links with sister institutions with a view to cooperating on exhibitions
- Assess options for local and international touring exhibitions during the period of the MDP

High Level Goal 2.3: Library and Research Services: Develop the research services as a leading centre for the study of the visual arts, in co-operation with other institutions, for use by Gallery staff, academics, students and those with a special interest in the study of art.

Output Targets for 2007:

- *Continue to develop Research Services to facilitate external access to material, including archives and special collections*
- *Continue to manage a conservation programme for the library, archive and CSIA, including binding and collection assessment.*
- *Reduce the library's cataloguing backlog*
- *Develop a records management policy for the institution.*
- *Encourage use of the Research Services by way of heightening public awareness.*

High Level Goal 2.4: Co-operation with other institutions:

Output Targets for 2007:

- Investigate the feasibility of developing a National Exhibition Touring Programme
- Promote relations with academic institutions

Key Objective 3: Facilitate greater public access to the Collection.

The Gallery seeks to make the collections available to the widest audience possible consistent with the requirement to safeguard its future. Access to the works of art and information about them is made available through key Gallery services including exhibitions, loans, public programmes, education and community outreach, publications and research services.

These services include support and encouragement for people with special needs, for people entering the area of lifelong learning, and for young people's activities particularly schools, to engage with the collections. In this way, every encouragement is provided for the wider community to gain understanding and enjoyment from the national collection.

The National Gallery will continue to reach out to national and international audiences, aware of the changing nature of society.

High Level Goal 3.1 Education and Interpretation: Ensure maximum access to and interpretation of the collection.

Output Target for 2007:

- ***Provide a detailed brief for Education Services as part of the MDP***
- ***Expand community outreach programmes to include follow-up services***
- ***Develop interpretative programmes and materials for the pre-school, post primary and third level sector***
- ***Devise initiatives in the area of programmes for older people and lifelong learning.***
- ***Explore initiatives for young people aged 12-18***
- ***Enhance development of graduate internships and course placements with academic institutions***

High Level Goal 3.2: Physical environment: Ensure the Gallery's physical environment meets world-class standards.

The completion of the Gallery's Millennium Wing has provided enormous benefits to the Gallery. However, the need for additional accommodation remains acute. The Master Development Plan will substantially address these deficiencies providing purpose built facilities for Conservation, Education, and the Library, whilst at the same time attending to the refurbishment of the historic buildings.

Output Target for 2007:

- Progress the development of the Master Development Plan in a timely and efficient manner.
- Commit to the installation of energy efficient technology throughout the gallery complex.
- Commit to optimising the available space for the display and care of the collection within the core Gallery complex, relocating support services where possible to adjacent accommodation.
- Provide environmental conditions for the display and care of the collection which match/reflect current international standards
- Upgrade security systems
- Enhance physical access throughout the Gallery complex
- Employ the latest technology and future proof installations
- Establish a Service Level Maintenance Agreement with OPW
- Adjust the Disaster Plan to take emerging risks into account

High Level Goal 3.3: Technology: Ensure that access to the collection is supported by the most up-to-date and appropriate technology

Output Targets for 2007:

- Upgrade the Gallery's website
- Make the entire collection available on the website on a phased basis
- Consider options for new technologies on the website
- Expand the coverage of the collection on the audio guide on a phased basis
- Consider options for audio guide for special groups/categories

High Level Goal 3.4: Develop the Visitor Services function in the Gallery to meet international standards

Output Targets for 2007:

- Commit to ensuring the best possible visitor experience for the public
- Ensure that the Gallery is equipped with the appropriate amenities for a contemporary public and that all systems meet public expectations
- Provide accurate, up-to-date information for visitors
- Train and equip staff to service the public
- Manage a Volunteer programme which complements the work of professional staff.
- Provide training and support for Volunteers, including the drafting a Volunteers Charter.

Key Objective 4: Ensure that the Gallery has the competencies, resources and management structures necessary to operate to the highest standards:

Fundamental changes are occurring in the museum sector worldwide. Instead of concentrating efforts internally on the growth and care of collections, museums increasingly view themselves as institutions that, in addition, must provide valuable and essential services to the public.

The increasing sophistication and professionalism of the museum sector now requires many new competencies, while the traditional ones still play an essential role. Greater emphasis needs to be placed on areas such as research, event management, visitor services, marketing, collaboration with other institutions, new technology and management skills. There is a critical need to be able to introduce change as a matter of course so as to be responsive to challenges and opportunities as they arise.

To achieve the progress necessary to ensure this objective, the Gallery will establish an Executive Management Team and introduce a new management decision-making process.

High Level Goal 4.1 Human resources: Optimise the contribution of staff to the achievement of the Gallery's objectives.

The Gallery will:

- *Manage the human resource implications of the MDP*

- *Develop a comprehensive HR policy framework to support best practice human resources management*
- *Progress the full implementation of the Performance Management Development System (PMDS) including its integration with HR processes in accordance with General Council Report 1452.*
- *Promote full engagement by management and staff in new Partnership structures and processes*
- *Introduce an appropriate HR Information System*
- *Undertake an employee satisfaction survey*
- Promote and facilitate training, personal development and up-skilling
- Ensure delivery on the Public Service modernisation agenda under the Social Partnership Agreement *Towards 2016*

High Level Goal 4.2 Financial resources: Ensure that all units have adequate resources to carry out their functions.

Output Targets for 2007

- *Devise and implement a Budgetary Control & Reporting system*
- *Formalise a financial planning system within the Gallery*
- *Introduce payment systems which facilitate Gallery operations*

High Level Goal 4.3: Develop an integrated technology plan: Ensure that an integrated, co-ordinated approach to technology is implemented.

Output Targets for 2007

- *Upgrade the Gallery's IT systems*
- *Enhance the provision of security and backup systems*
- *Develop a Gallery Intranet service to facilitate internal communications*

High Level Goal 4.4 Structure and systems: Ensure the Gallery has the appropriate legal and organisational structure and the process and systems necessary to operate to the highest possible standards.

Output Targets for 2007

- Ensure the Gallery's organizational structure supports the efficient achievement of its corporate objectives
- Ensure that Corporate Governance complies with best practice
- Continue to monitor and update the Gallery's Risk Management process.
- Develop and implement a child protection policy and establish guidelines
- Ensure compliance with Government directives and programmes