



MUSEO NACIONAL
CENTRO DE ARTE
REINA SOFIA

General Action Plan 2014–2017



GOBIERNO
DE ESPAÑA

MINISTERIO
DE EDUCACIÓN, CULTURA
Y DEPORTE

General Action Plan

2014–2017

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PRESENTATION

The Museo Nacional Centro de Arte Reina Sofía faces new challenges in a world where present realities, for instance new communication dynamics and social relations, or the establishment of a global economy, are profoundly transforming the art system, particularly in its most visible facet: the museum. In this context the Museo Reina Sofía remains an agent that, in encountering market interference and commercial horizons, works on new formulas to explore the essence of the institution as a public service vehicle, encouraging critical knowledge of modern art as an expression of the human condition in the different contexts in which it is developed and displayed. Therefore, the Museo has a precise mission and vision, a series of primary objectives, indispensably interconnected with one another and developed in specific projects, and an operational development strategy for such purposes, all of which are outlined over the course of the General Action Plan.

The most visible nucleus of the institution and the discourse it generates is found in its Collection and exhibition programme. That said, the Museo also plans other actions (public activities, education and mediation, publications, conservation and restoration, media, etc.), that are indispensably interwoven into this nucleus and with one another, forming part of a holistic and interdisciplinary concept of culture, and its forms and agents, which is able to optimise the resources that nurture it.

The growth of the Collection, conceived as common heritage and articulated in connection with other collections and archives, today poses new challenges in light of the ongoing decline of the budgets that sustain it. Currently, and in the future, models such as bequests or loans, combined with acquisitions, will enable its growth to be maintained. The Collection, appreciated as a dynamic entity that generates immaterial wealth, and the temporary exhibition programme, which ranges from large productions to case studies, serve to enhance the public's critical understanding of contemporary art, and the conservation and interpretation of collective heritage. This is complemented by the start-up of debate forums that see the Museo expand beyond its own geographic boundaries, through physical or virtual spaces, or directly take part in diverse collaboration projects with other centres, both in Spain and internationally. In a similar way to the alternative formulas that support the growth of the Collection, the key strategies that enable the Museo to keep on fulfilling its mission involve the search for new forms of presence in the world, for instance the development of touring exhibitions made up of works from its Collection in museums in Spain and overseas, the development of a Foundation that garners support for the Museo's Collection and activities,

the definition of new practices for the management and administration of resources, and the creation and enhancement of networks of institutional collaboration with other centres – a particularly effective strategy that has already begun to reap the first rewards. All of these paths, embarked upon in recent years, will continue and will be consolidated during the 2014–2017 period.

The expression of a critical point of view on art history and its present, the articulation of a local view of the international context (and in the opposite direction, of the global towards the local) and the crossroads between different methods and expressions of the artwork and its dynamic relationship with the spaces inside the Museo – be it the Nouvel or Sabatini buildings, or the palaces in the Retiro Park – will continue to characterise the institution's actions. With regard to these spaces, there is the overriding need for the fullest and most ambitious utilisation of the architectural possibilities offered by each venue, from unused areas in the Sabatini Building to the optimum use of Nouvel Building spaces, in addition to its full alignment with the needs of an increasingly diverse public. Therefore, it will be the material manifestation of a museum that asserts the permanent reinvention and renewal of the challenges it faces and the constant assertion of its contemporaneity and cosmopolitanism, as well as its dialogue with the most immediate territory and context.

All of the above fosters the concept of a museum as a meeting place, distanced from the worship and veneration of the artwork, as one of the spaces that belongs to the inhabitants and visitors of today's city – because they are the ones who forge it. Equally, it is located in an extraterritorial and transnational environment by way of collaboration and network practices, which means it is the place where a sense of the common becomes visible. Moreover, seemingly invisible communities are created, ultimately giving rise to discourse that forms part of our culture and critical thought, putting them into context in the present and in the most immediate history.

This General Action Plan 2014–2017 returns the image of the future scope of a Museum and Arts Centre that consolidated the lines of action of the previous years, setting in motion new strategies adapted to the conditions at any moment, both in the overall plan of cultural management and in the specific context of contemporary art. Thus, the Museo is confirmed as a key agent in creating fuller and more participatory citizens and as a central piece in the art system, both in Spain and internationally.

STRUCTURE OF THE GENERAL ACTION PLAN 2014–2017

The present General Action Plan attempts to structure the activities of the Museo Nacional Centro de Arte Reina Sofía in order for it to meet its objectives in the 2014–2017 period.

Addressing the main principles and basic theory of the system of strategic planning and management by objectives, this General Action Plan is structured and articulated using a series of basic concepts. The definitions of these concepts, given their instrumental purpose, are conventional and have been adopted to give this method greater functionality.

The aforementioned concepts and their definitions are outlined below:

The mission

The rationale of the Museo Nacional Centro de Arte Reina Sofía, the justification of its existence.

The vision

The image of the desirable and attainable reality in the future of the Museo Nacional Centro de Arte Reina Sofía.

Primary objectives

The general targets, purposes and aims the Museo Nacional Centro de Arte Reina Sofía strives to achieve within the four-year period stretching from 2014 to 2017.

Strategies

The paths, routes and lines of action for the Museo Nacional Centro de Arte Reina Sofía Deputy Directorate of Art and Deputy Directorate of Management to reach the primary objectives established.

Projects

A coordinated series of activities which, via the application of a strategy, aim to meet a specific objective, which in turn contributes to reaching a primary objective.

MISSION AND VISION

Mission

The Museo Nacional Centro de Arte Reina Sofía, beyond safeguarding, expanding and exhibiting its collection of artworks, also looks to promote knowledge and public access to contemporary art in its diverse manifestations, maintaining a continuous programme of temporary exhibitions and setting up education, research and study activities.

Vision

As a public institution, the Museo aims to play a leading role in the cultural context of our time; therefore, there is a need to reconsider the idea of the common sphere, the paradigm that emerges from the multiple singularities that go beyond the division between the public and private sphere, representing the redefinition of the closed and exclusive notion of heritage. This multiplicity is, without doubt, the driving force behind contemporary societies. To build this common archive we must distance ourselves from the dynamics of expansion through franchises that appear to attract some of the managers from current museums and invest our efforts in another growth logic: the creation of a confederation of institutions in the Spanish and international sphere, sharing the works housed in their centres and, most importantly, being involved in the experience, knowledge and narratives generated around them.

PRIMARY OBJECTIVES

PRIMARY OBJECTIVE 1

To promote the public's critical knowledge of modern and contemporary art

PRIMARY OBJECTIVE 2

To encourage and preserve contemporary artistic creation in its diverse manifestations

PRIMARY OBJECTIVE 3

To develop the concept of the Museo as a space for research and the exchange of ideas and knowledge

PRIMARY OBJECTIVE 4

To strengthen a museum network that encourages the dissemination of artworks, knowledge and narratives

PRIMARY OBJECTIVE 5

To adapt the structure, organisation and operation of the Museo in order for it to meet its objectives

PRIMARY OBJECTIVE 1

To promote the public's critical knowledge of modern and contemporary art



STRATEGIES OF PRIMARY OBJECTIVE 1

To promote the public's critical knowledge of modern and contemporary art

- 1.1 ACTIVATING THE COLLECTION BY OFFERING UPDATED READINGS OF IT THROUGH DIFFERENT PRESENTATIONS
- 1.2 DEVELOPING AN ONGOING AND COMPLEMENTARY PROGRAMME OF TEMPORARY EXHIBITIONS
- 1.3 GENERATING SPACES AND FORUMS OF REFLECTION AND DEBATE ON RELEVANT THEMES FROM CONTEMPORARY ART AND CULTURE, PROVIDING INSIGHT INTO THE CONTENT FROM EXHIBITIONS AND THE COLLECTION
- 1.4 UNDERTAKING AN EDUCATION AND MEDIATION PROGRAMME THAT PROVIDES KNOWLEDGE AND INSIGHT INTO THE MUSEO'S EXHIBITIONS AND DISCURSIVE CONTENT IN A FUN AND CREATIVE WAY
- 1.5 CONSOLIDATING AN EDITORIAL POLICY FOR MUSEO PUBLICATIONS
- 1.6 DEVELOPING COMMUNICATION AND DISSEMINATION TOOLS FOR THE MUSEO'S ACTIVITIES AND COLLECTIONS THAT ARE AIMED AT DIFFERENT VISITORS AND USERS
- 1.7 ENCOURAGING MECHANISMS AND PROJECTS THAT FOSTER EQUALITY, SOCIAL INCLUSION AND UNIVERSAL ACCESSIBILITY TO THE MUSEO'S RESOURCES AND CONTENT
- 1.8 DEVELOPING STRATEGIES THAT FOSTER PUBLIC ACCESS TO MODERN AND CONTEMPORARY ART
- 1.9 STIMULATING DIALOGUE BETWEEN THE MUSEO AND ITS VISITORS THROUGH INFORMATION TECHNOLOGIES AND MEDIA

PRIMARY OBJECTIVE 1

To promote the public's critical knowledge of modern and contemporary art

1.1 ACTIVATING THE COLLECTION BY OFFERING UPDATED READINGS OF IT THROUGH DIFFERENT PRESENTATIONS

Project 1.1.1

Rereading the Collection by revising its exhibition content.

Specific objective: To reflect upon works in the Collection by generating narratives from the Museo on modern and contemporary artistic production, experimenting with diverse mechanisms and putting forward alternative visions.

Project 1.1.2

Presenting new sections of the Collection.

Specific objective: To make new perspectives of modern and contemporary artistic production available to visitors, presenting new additions to the Collection and proposing different relationships between the works on display.

1.2 DEVELOPING AN ONGOING AND COMPLEMENTARY PROGRAMME OF TEMPORARY EXHIBITIONS

Project 1.2.1

Arranging temporary exhibitions in the main venues of the Museo (Sabatini and Nouvel buildings).

Specific objective: To develop knowledge of artworks and contexts of art, offering rereadings of 20th and 21st century art history.

Project 1.2.2

A temporary exhibition programme in the Palacio de Velázquez and Palacio de Cristal in the Retiro Park

Specific objective: To present exhibitions and the production of specific artworks that interacts with the architecture in these spaces.

PRIMARY OBJECTIVE 1

To promote the public's critical knowledge of modern and contemporary art

1.3 GENERATING SPACES AND FORUMS OF REFLECTION AND DEBATE ON RELEVANT THEMES FROM CONTEMPORARY ART AND CULTURE, PROVIDING INSIGHT INTO THE CONTENT FROM EXHIBITIONS AND THE COLLECTION

Project 1.3.1

Arranging a programme of complementary activities related to research and exhibition projects and the Collection (seminars, series, encounters and exhibitions of documentary and bibliographical content and artist books from the Museo's Library-Documentation Centre).

Specific objective: To broaden and question narratives from the Collection and exhibitions, generating debate and reflection around their discourses and providing other perspectives and viewpoints on their content.

Project 1.3.2

Developing a programme of film, video and live arts activities related to exhibition projects.

Specific objective: To complement exhibitions with materials or artistic productions with formats that hinder their inclusion in the exhibition space, as well as offering visitors alternative approaches.

Project 1.3.3

An annual programme of public activities (seminars, series, conferences...) to reflect upon and debate culture and contemporary art.

Specific objective: To encourage spaces of thought and debate that stand alone from the themes in the exhibitions and the Collection and which deal with issues related to the Museo and its functions.

1.4 UNDERTAKING AN EDUCATION AND MEDIATION PROGRAMME THAT PROVIDES KNOWLEDGE AND INSIGHT INTO THE MUSEO'S EXHIBITIONS AND DISCURSIVE CONTENT IN A FUN AND CREATIVE WAY

Project 1.4.1

Developing a programme of education activities (workshops, encounters, guided tours, teaching materials...) linked to the Collection and exhibitions that are aimed at school pupils, children and young people.

Specific objective: To offer teaching tools in order for school pupils, young people and families to actively approach and interact with the content of the Museo.

PRIMARY OBJECTIVE 1

To promote the public's critical knowledge of modern and contemporary art

Project 1.4.2

Creating research areas that are made more dynamic through mediators and equipped with complementary documents and materials on the works and content of exhibitions and the Collection, along with other mediation initiatives between the discourses of the Museo and its visitors (planned visits, guided tours...).

Specific objective: To provide assistance in gaining knowledge about exhibition content, delving deeper into specific themes and understanding the institution as a shared space of reflection.

1.5 CONSOLIDATING AN EDITORIAL POLICY FOR MUSEO PUBLICATIONS

Project 1.5.1

Publishing catalogues and other publications centred upon exhibitions and the Collection, periodicals and minutes from events and lectures, both in printed and digital formats.

Specific objective: To disseminate the Museo's research activity and illustrate the corresponding reflections and debates.

Project 1.5.2

Implementing a distribution channel of Museo publications.

Specific objective: To efficiently disseminate publications in Spain and internationally.

Project 1.5.3

Studying the viability and potential set-up of a digital distribution channel of Museo publications.

Specific objective: To encourage the digital release and distribution of publications to expand and facilitate their dissemination.

1.6 DEVELOPING COMMUNICATION AND DISSEMINATION TOOLS FOR THE MUSEO'S ACTIVITIES AND COLLECTIONS THAT ARE AIMED AT DIFFERENT VISITORS AND USERS

Project 1.6.1

Drawing up and implementing an annual dissemination and visitor plan, within the Spanish and international sphere.

Specific objective: To efficiently provide information about the Museo and its activities, the nature of its collections in constant transformation, the exhibitions and their discourses and cultural and education programmes.

PRIMARY OBJECTIVE 1

To promote the public's critical knowledge of modern and contemporary art

Project 1.6.2

Establishing strategic media plans, in Spain and overseas, for the press, radio, television and Internet on the Museo's general project and its specific exhibitions and activities, as well as its research, results monitoring and newspaper analyses.

Specific objective: To strengthen presence in Spanish and international media, increasing the scope of the Museo and its position among the most important modern and contemporary art museums and centres.

Project 1.6.3

Establishing a new form of mailing with a digital distribution system of invites and segmentation of visitors.

Specific objective: To modernise, streamline and optimise the system for delivering invites and other aspects of dissemination, whilst also reducing costs.

Project 1.6.4

Editing informative publications: leaflets and handouts on exhibitions, activities and the Collection, and general information flyers and materials.

Specific objective: To assist visitors on exhibition tours and disseminate the Museo's activities, thus building loyalty among visitors.

1.7 ENCOURAGING MECHANISMS AND PROJECTS THAT FOSTER EQUALITY, SOCIAL INCLUSION AND UNIVERSAL ACCESSIBILITY TO THE MUSEO'S RESOURCES AND CONTENT

Project 1.7.1

Developing a programme of education action for a diverse range of visitors with disabilities, improving access and taking new technological resources into consideration.

Specific objective: To promote the principle of "design for all", in response to the idea of functional human diversity, working towards facilitating, completing and enriching the experience of all visitors.

Project 1.7.2

Creating spaces for thought and debate focused on the notions of gender and identity and applying these criteria to the Collection and exhibitions.

Specific objective: To contribute to promoting critical sensibility in relation to these issues through research programmes, activities, exhibitions and the Collection.

PRIMARY OBJECTIVE 1

To promote the public's critical knowledge of modern and contemporary art

1.8 DEVELOPING STRATEGIES THAT FOSTER PUBLIC ACCESS TO MODERN AND CONTEMPORARY ART

Project 1.8.1

Collaborating with other organisations to develop joint visits and actions that advocate a close-up approach to the Museo's Collection and programmes.

Specific objective: To facilitate and optimise tours around the Museo's Collection and exhibitions by a diverse range of visitors.

Project 1.8.2

Studying and reviewing guidelines that regulate access to the Museo.

Specific objective: To tailor the policy of pricing, exemptions and discounts to the needs of both the Museo and its visitors.

1.9 STIMULATING DIALOGUE BETWEEN THE MUSEO AND ITS VISITORS THROUGH INFORMATION TECHNOLOGIES AND MEDIA

Project 1.9.1

Researching and developing applications (apps) for mobile devices and other communication technologies that provide access to the content inside the Museo.

Specific objective: To develop applications to facilitate and guide the visitor, offering mechanisms that expand and illustrate the content in the Museo.

Project 1.9.2

Increasing the Museo's presence on social media and its capacity for interaction and expansion, developing online and web programmes and other digital tools.

Specific objective: To increase the dissemination of discourses and narratives in the diverse international social communities and broaden the Museo's capacity to circulate knowledge.

PRIMARY OBJECTIVE 2

To encourage and preserve contemporary artistic creation
in its diverse manifestations



STRATEGIES OF PRIMARY OBJECTIVE 2

To encourage and preserve contemporary artistic creation
in its diverse manifestations

**2.1 PLANNING AN ACQUISITIONS POLICY TO COMPLETE AND ENRICH THE MUSEO'S
COLLECTION**

**2.2 PROMOTING PROGRAMMES THAT FOSTER ARTISTS', CURATORS' AND
RESEARCHERS' CREATIVE ACTIVITY IN MODERN AND CONTEMPORARY ART**

**2.3 UNDERTAKING CONSERVATION WORK TO GAIN KNOWLEDGE OF MATERIALS AND
TECHNIQUES IN CONTEMPORARY AND MODERN ART**

PRIMARY OBJECTIVE 2

To encourage and preserve contemporary artistic creation in its diverse manifestations

2.1 PLANNING AN ACQUISITIONS POLICY TO COMPLETE AND ENRICH THE MUSEO'S COLLECTION

Project 2.1.1

Proposing the acquisition of works for the Collection (not only through purchase channels, but also payment in kind, production...).

Specific objective: To enrich the Collection and preserve artistic production.

Project 2.1.2

Expanding the Collection via the bequest of artworks.

Specific objective: To complete the Collection and its presentation in fields where securing the permanent entry of artworks is more difficult.

2.2 PROMOTING PROGRAMMES THAT ENCOURAGE ARTISTS', CURATORS' AND RESEARCHERS' CREATIVE ACTIVITY IN MODERN AND CONTEMPORARY ART

Project 2.2.1

Collaborating with artists, curators and specialists in different fields of culture to present the Collection, exhibition projects and activities of thought and debate.

Specific objective: To exchange knowledge for documentation, research, analysis and debate, and the preservation and installation of artworks, and to generate spaces for developing creative practices.

Project 2.2.2

Producing new work, designed for specific spaces or exhibitions and programmes organised by the Museo

Specific objective: To support and present artists' projects.

PRIMARY OBJECTIVE 2

To encourage and preserve contemporary artistic creation in its diverse manifestations

Project 2.2.3

Recording sound productions for the Museo Reina Sofía Radio (RRS).

Specific objective: To produce creative and cultural content, participating in new distribution channels and online participation environments.

Project 2.2.4

Organising and disseminating theoretical series and seminars on film, video and live arts (performance, dance, theatre, music, sound art...).

Specific objective: To develop a research environment for debating, questioning and critically reflecting on the relationship between art theory and practice, substantiating the artistic languages of film, video and performing arts.

2.3 UNDERTAKING CONSERVATION WORK TO GAIN KNOWLEDGE OF MATERIALS AND TECHNIQUES IN CONTEMPORARY AND MODERN ART

Project 2.3.1

Working more in-depth on scientific research projects involving materials and techniques.

Specific objective: To update knowledge of techniques and materials involved in artistic production and the processes of restoration, analysing factors of deterioration.

Project 2.3.2

Compiling information on artists, and their environment or specialist areas, via a series of interviews around their approach to the deterioration or ageing of their works.

Specific objective: To gain knowledge of the artist's intention regarding the development and deterioration of his or her works.

Project 2.3.3

Improving the comprehensive conservation and restoration policy of all the content and artworks under the responsibility of the Museo (collections, bequests, loans, temporary exhibitions, documentary material, etc.).

Specific objective: To carry out actions to ensure the collection of artworks are in the best condition for restoration, laying particular stress on prevention and the optimum management of technology and knowledge.

PRIMARY OBJECTIVE 3

To develop the concept of the Museo as a space for research and the exchange of ideas and knowledge



STRATEGIES OF PRIMARY OBJECTIVE 3

To develop the concept of the Museo as a space for research and the exchange of ideas and knowledge

3.1 DEVELOPING RESEARCH PROGRAMMES, STRUCTURES AND DYNAMICS, INSIDE AND OUTSIDE THE MUSEO, CONNECTED TO ITS LINES OF WORK AND DISCOURSES.

3.2 DEVELOPING ONGOING PROCESSES OF REFLECTION ON THE OBJECTIVES AND PURPOSES OF THE MUSEO, AND ON THE MOST SUITABLE MECHANISMS FOR IMPLEMENTING THEM

PRIMARY OBJECTIVE 3

To develop the concept of the Museo as a space for research and the exchange of ideas and knowledge

3.1 DEVELOPING RESEARCH PROGRAMMES, STRUCTURES AND DYNAMICS, INSIDE AND OUTSIDE THE MUSEO, CONNECTED TO ITS LINES OF WORK AND DISCOURSES.

Project 3.1.1

Creating research groups and programmes in collaboration with universities, institutions and other cultural agents.

Specific objective: To form groups and research nodes that gain a deeper understanding of the Collection, the historical, social, economic and cultural contexts framing its artworks, and, in general, the programmes developed in the Museo.

Project 3.1.2

Developing the Collection's inventory and catalogue.

Specific objective: To optimise documentation on the collections in the Museo as a source of related research.

Project 3.1.3

Studying the Collection within the framework of the Museo's lines of research.

Specific objective: To generate reflection and dialogue as the starting point for the acquisitions policy, the presentation of the Collection and the exchange of ideas with regard to the production of contemporary art.

Project 3.1.4

Setting up research projects on themes related to conservation, innovation and technological obsolescence.

Specific objective: To develop new forms of knowledge based on science and technological innovation, in collaboration with universities and other science and research centres.

Project 3.1.5

Collaborating with curators and theorists to implement historical, thematic, monographic and thesis-based exhibition projects.

Specific objective: To contribute to rewriting past and present art history.

PRIMARY OBJECTIVE 3

To develop the concept of the Museo as a space for research and the exchange of ideas and knowledge

Project 3.1.6

Organising future exhibitions that nurture critical processes and reflection.

Specific objective: To gauge artistic activity, develop a critical reflection of the present and put forward new visions of the past.

Project 3.1.7

Developing and consolidating the Study Centre, broadening its research and training activity.

Specific objective: To activate permanent platforms from which to develop research and training processes and programmes.

Project 3.1.8

Promoting and improving tools for conducting research on the content of the Collection, Library and Documentation Centre.

Specific objective: To facilitate research processes focused on contemporary art and culture.

Project 3.1.9

Consolidating an annual programme of scholarship and practical training in the Museo's themes and activities.

Specific objective: To foster practical training and education in tasks of museum research related to the Collection, exhibitions, public activities, documentation and restoration.

3.2 DEVELOPING ONGOING PROCESSES OF REFLECTION ON THE OBJECTIVES AND PURPOSES OF THE MUSEO, AND ON THE MOST SUITABLE MECHANISMS FOR IMPLEMENTING THEM

Project 3.2.1

Creating a programme that analyses and disseminates good practices in museum management.

Specific objective: To propose recommendations to improve museum management.

Project 3.2.2

Developing Twinning programmes with other cultural institutions.

Specific objective: To exchange management experience with cultural institutions, modernising administrative structures and improving human resources.

PRIMARY OBJECTIVE 4

To strengthen a museum network that boosts the dissemination of artworks, knowledge and narratives



STRATEGIES OF PRIMARY OBJECTIVE 4

To strengthen a museum network that boosts the dissemination of artworks, knowledge and narrativess

4.1 PUTTING IN PLACE EXHIBITION PROJECTS AND CULTURAL PROGRAMMES TO SHARE WITH OTHER INSTITUTIONS

4.2 COLLABORATING WITH OTHER INSTITUTIONS AND CULTURAL AGENTS

4.3 IMPLEMENTING DIGITAL PLATFORMS FOR THE MUSEO AS AN ARCHIVE OF ARCHIVES AND NETWORK OF NETWORKS SPACE, INTERACTING WITH SOCIETY AND CIRCULATING KNOWLEDGE

PRIMARY OBJECTIVE 4

To strengthen a museum network that boosts the dissemination of artworks, knowledge and narrativess

4.1 PUTTING IN PLACE EXHIBITION PROJECTS AND CULTURAL PROGRAMMES TO SHARE WITH OTHER INTITUTIONS

Project 4.1.1

Organising touring exhibitions with artworks from the Collection

Specific objective: To promote knowledge of the Collection through a wider and more diverse range of visitors.

Project 4.1.2

Temporary touring exhibitions, in Spain and overseas, organised by the Museo.

Specific objective: To raise awareness of the Museo's exhibition projects in other representative contexts of contemporary cultural diversity.

Project 4.1.3

Touring exhibitions, in Spain and overseas, featuring audiovisual series and other cultural programmes.

Specific objective: To encourage the maximum exposure of projects produced in the Museo, making them more accessible to Spanish and international visitors.

4.2 COLLABORATING WITH OTHER INSTITUTIONS AND CULTURAL AGENTS

Project 4.2.1

Exchanging artworks with Spanish and international institutions.

Specific objective: To complete and share knowledge of artworks and historical contexts of modern and contemporary art.

Project 4.2.2

Jointly reflecting on the processes of collection, management and touring artworks within the framework of museum networks and other cultural institutions.

Specific objective: To establish protocols that enable collections to be acquired, shared and exchanged, thereby fostering the concept of a collection as a common archive.

PRIMARY OBJECTIVE 4

To strengthen a museum network that boosts the dissemination of artworks, knowledge and narratives

Project 4.2.3

Presenting exhibitions organised by or in collaboration with other institutions in the Museo.

Specific objective: To collaborate with other Spanish and international institutions to carry out joint exhibition projects.

Project 4.2.4

Developing projects and spaces to exchange knowledge with museums, institutions and cultural agents.

Specific objective: To develop sustainable networks of shared work, guaranteeing spaces for exchange and dialogue and broadening the Museo's capacity to generate and circulate knowledge.

Project 4.2.5

Organising work groups and workshops with cultural agents in order to reflect upon and debate the themes related to contemporary culture and thought.

Specific objective: To develop interdisciplinary spaces for exchanging knowledge with specialists, critics and researchers from different fields of contemporary cultural production.

Project 4.2.6

Comparing experience of organisation and resources with other cultural institutions.

Specific objective: To exchange experience on the management of cultural institutions in order to modernise administrative structures and improve management processes and human resources.

4.3 IMPLEMENTING DIGITAL PLATFORMS FOR THE MUSEO AS AN ARCHIVE OF ARCHIVES AND NETWORK OF NETWORKS SPACE, INTERACTING WITH SOCIETY AND CIRCULATING KNOWLEDGE.

Project 4.3.1

Developing the Archive of Archives project in the Documentation Centre.

Specific objective: To work towards creating a common archive: a universal archive where documents and materials are shared, as well as the narratives generated in the process.

PRIMARY OBJECTIVE 4

To strengthen a museum network that boosts the dissemination of artworks, knowledge and narratives

Project 4.3.2

Setting up international projects on network methodologies, focusing on the conservation-restoration of artworks created and hosted on the Internet

Specific objective: To be aware of and adapt a conservation policy for art generated in a global and immaterial environment, for instance Net.art.

Project 4.3.3

Creating a repository to digitally house all historical materials from the Museo.

Specific objective: To facilitate society's access to historical documentation generated by the Museo since its inauguration and the archives that make up the Documentation Centre.

PRIMARY OBJECTIVE 5

To adapt the structure, organisation and operation of the Museo in order for it to meet its objectives



STRATEGIES OF PRIMARY OBJECTIVE 5

To adapt the structure, organisation and operation of the Museo in order for it to meet its objectives

5.1 PROPOSING ACTION THAT IMPROVES THE VISITOR EXPERIENCE IN THE MUSEO AND THE USE OF ITS SERVICES AND RESOURCES

5.2 UPDATING THE MUSEO'S INTERNAL AND EXTERNAL MANAGEMENT MECHANISMS

5.3 OPTIMISING THE HUMAN RESOURCES STRUCTURE IN THE MUSEO

5.4 MANAGING THE DEVELOPMENT OF THE MUSEO'S AUDIOVISUAL AND TECHNOLOGICAL MEDIA

5.5 ENCOURAGING THE PARTICIPATION OF CIVIL SOCIETY IN THE PROJECT UNDERTAKEN BY THE MUSEO

5.6 SIMPLIFYING AND STREAMLINING ADMINISTRATIVE PROCEDURES

5.7 IMPROVING THE ARCHITECTURAL CONDITION OF THE FACILITIES AND EQUIPMENT AND THE MANAGEMENT OF THE MUSEO

STRATEGIES OF PRIMARY OBJECTIVE 5

To adapt the structure, organisation and operation of the Museo in order for it to meet its objectives

5.1 PROPOSING ACTION THAT IMPROVES THE VISITOR EXPERIENCE IN THE MUSEO AND THE USE OF ITS SERVICES AND RESOURCES

Project 5.1.1

Diversifying visiting options to the Museo

Specific objective: To boost resources and encourage visits to the Museo.

Project 5.1.2

Consolidating and improving the management of sales, bookings and online services for visitors.

Specific objective: To facilitate access to the Museo and its services.

Project 5.1.3

Creating sociological studies of visitors.

Specific objective: To get to know the background and level of satisfaction of visitors, enabling visitor policies to be designed and making improvements to the visitor experience.

Project 5.1.4

Implementing improvements in rest and meeting areas in the Museo, including the café-restaurant.

Specific objective: Improving the quality and variety of the service offered by the Museo, as well as increasing the turnover.

Project 5.1.5

Designing and executing an optimisation plan for the Bookstore-shop

Specific objective: To improve the visitor experience with the quality and variety of products on offer in the shop and bookstore.

PRIMARY OBJECTIVE 5

To adapt the structure, organisation and operation of the Museo in order for it to meet its objectives

5.2 UPDATING THE MUSEO'S INTERNAL AND EXTERNAL MANAGEMENT MECHANISMS

Project 5.2.1

Developing the regulatory policy of Law 34/2011, of 4 October, for the Museo Nacional Centro de Arte Reina Sofía.

Specific objective: To adapt the legal system to the new regulatory system, thereby responding to the needs of the Museo.

Project 5.2.2

Drawing up a Master Plan of Information and Communication Systems.

Specific objective: To be aware of the situation and update technology in the Museo.

Project 5.2.3

Reviewing and updating the Museo's inventory of assets.

Specific objective: To control the strategic assets of the Museo and optimise the costs of goods and services.

Project 5.2.4

Implementing an accounting system of costs and a system to verify the accounting records of invoices.

Specific objective: To enhance information about the costs of activities and improve management, as well as consolidating the current payment system for suppliers and transparency in the budget implementation.

Project 5.2.5

Developing a Master Plan of Space Management

Specific objective: To increase the organisational capacity of events in the Museo venues.

Project 5.2.6

Creating mechanisms to strengthen the circulation of internal information in the Museo.

Specific objective: To facilitate information for the Museo team as a whole on programmes and activities and improve internal coordination.

Project 5.2.7

Improving the Database for managing the Museo's documentary and artistic content.

Specific objective: To improve the management of documentary and artistic content and make updated information available.

PRIMARY OBJECTIVE 5

To adapt the structure, organisation and operation of the Museo in order for it to meet its objectives

Project 5.2.8

Improving the Database for the Curatorial Department.

Specific objective: To facilitate joint work with the Registration and Restoration Department in temporary exhibitions.

Project 5.2.9

Implementing the Museo's archive system, enabling the global and integrated management of institutional documentation, from its origins to its permanent conservation or final disposal.

Specific objective: To ensure the record of the Museo is preserved and to monitor and support the Museo's General Archive in the management and safekeeping of documentation from different departments.

Project 5.2.10

Drawing up a style manual for the Museo.

Specific objective: To improve the quality of publications and facilitate the public's understanding of them.

5.3 OPTIMISING THE HUMAN RESOURCES STRUCTURE IN THE MUSEO

Project 5.3.1

Analysing the current situation and future needs of the roster of positions in the Museo.

Specific objective: To identify and respond to human resources needs in the Museo.

Project 5.3.2

Expanding the Museo's Training Plan

Specific objective: To improve the training of Museo staff and the quality of the service rendered.

Project 5.3.3

Encouraging permanent communication mechanisms with trade union representatives.

Specific objective: To improve labour relations.

Project 5.3.4

Updating procedures and operative instructions for workplace health and safety.

Specific objective: To guarantee maximum safety in the workplace.

PRIMARY OBJECTIVE 5

To adapt the structure, organisation and operation of the Museo in order for it to meet its objectives

5.4 MANAGING THE DEVELOPMENT OF THE MUSEO'S AUDIOVISUAL AND TECHNOLOGICAL MEDIA

Project 5.4.1

Creating an audiovisual laboratory for editing, watching, transferring and preserving, with maximum authenticity, the works and audiovisual archives.

Specific objective: To preserve the original formats of works from the Collection and make copies by applying practices of preservation and transfer. To edit and produce audiovisual archives under the responsibility of the Museo (museum collections, bequests, loans, temporary exhibitions, documentary content, etc.).

Project 5.4.2

Developing a line of acquisition, research and restoration for the equipment and technology linked to the editing and reproduction of audiovisual media.

Specific objective: To complete and improve playback and audiovisual editing equipment, as well as configuring obsolete technology.

Project 5.4.3

Equipping a space and suitable infrastructures for the storage and safekeeping of audiovisual playback materials and equipment in the Museo.

Specific objective: To maintain and manage, under suitable conditions, the audiovisual archive and resources in audiovisual equipment and consumables.

5.5 ENCOURAGING THE PARTICIPATION OF CIVIL SOCIETY IN THE PROJECT UNDERTAKEN BY THE MUSEO

Project 5.5.1

Integrating, actively and in the long-term, collectors, organisations and cultural agents in the project undertaken by the Museo and its Foundation in order to work towards defining programmes and collections and designing a new and more participatory and transversal institutional structure.

Specific objective: To guarantee civil society's participation in the project undertaken by the Museo, entering into intensive dialogue to enrich its collections and programmes.

Project 5.5.2

Establishing alliances with other cultural institutions.

Specific objective: To strengthen the role of civil society in the Museo and the role of the Museo in civil society.

PRIMARY OBJECTIVE 5

To adapt the structure, organisation and operation of the Museo in order for it to meet its objectives

5.6 SIMPLIFYING AND STREAMLINING ADMINISTRATION PROCESSES

Project 5.6.1

Permanently updating recruitment procedures.

Specific objective: To reduce workloads and bureaucratic procedures.

Project 5.6.2

Setting up mechanisms to improve internal and external procedures by implementing new technologies.

Specific objective: To facilitate internal procedures and improve users' access to the Museo.

5.7 IMPROVING THE ARCHITECTURAL CONDITION OF THE FACILITIES AND EQUIPMENT AND THE MANAGEMENT OF THE MUSEO

Project 5.7.1

Renovating and conditioning facilities in the Museo

Specific objective: To improve the environmental conditions in the galleries and other spaces inside the Museo.

Project 5.7.2

Developing projects suited to diverse rooms used for exhibition purposes.

Specific objective: To increase exhibition surface area.

Project 5.7.3

Optimising storage space in the Nouvel Building

Specific objective: To increase the surface area of storage space and improve the environmental conditions and those pertaining to the custody of the artworks.

Project 5.7.4

Modernising technology in spaces holding cultural activities as well as in research areas.

Specific objective: To make technological resources used by visitors and researchers more dynamic.

Project 5.7.5

Updating security systems in the Museo.

Specific objective: To reduce the response time of any incident that occurs in any of the departments in the Museo.

OPERATIONAL DEVELOPMENT, MONITORING AND EVALUATION OF THE GENERAL ACTION PLAN 2014-2017

The General Action Plan for the 2014-2017 period breaks down the corresponding Annual Operation Plans (AOP), reflecting, for each fiscal year, the projects due to be executed, the activities involved and the specific results or effects forecast, as well as the indicators or mediation factors in the development and results of each project.

The pertinent philosophy of the strategic planning incorporates, as an inherent and essential component, a periodical monitoring and assessment stage on the management results obtained by different Deputy Directorates comprising the organisation and participating in this General Action Plan; namely, The Deputy Directorate of Art and the Deputy Directorate of Management.

Therefore, a system to monitor and evaluate each Annual Operation Plan has been designed, focusing on the indicators and results in each project, as well as the description of activities involved. Consequently, the progress of activities that make up a project can be monitored on a daily basis, while the development of results indicators and the analysis of variances can be measured periodically.

In order to reflect this periodic monitoring, both in the execution of the activities and in the results, those in charge of each project, who appear as such in the corresponding Annual Operation Plan, must write an annual report at the end of the fiscal year in order to have an Annual Monitoring Report on each Operation Plan available. This will be made up of all the information provided by the different Deputy Directorates.

