
Dublin City Gallery The Hugh Lane - Draft Five Year Strategy 2018 – 2023

1. Introduction

Dublin City Gallery The Hugh Lane has an exceptional history centred around the ground-breaking vision of Sir Hugh Lane himself. Hugh Lane held the first exhibition of Irish Art in 1904 in London and continued to innovate by endowing the Gallery with a unique and exceptional collection of modern art, including the first impressionist paintings in any public collection across the U. K. and Ireland. Sir Hugh Lane presented the collection to Dublin Corporation (now Dublin City Council) in 1908.

In the years since, under the governance of Dublin City Council, the Gallery has built on this exceptional foundation and spirit. It has grown the collection to over 2,500 artworks with the same focus on the exceptional. The Gallery continues to focus on modern and contemporary art and excellence in Irish art practice. The Gallery acquired Francis Bacon's studio and archive – an exciting and unique resource attracting audiences, artists and historians from at home and abroad. As a result, the Gallery plays a very significant cultural role in Dublin.

Our ambition is to build on this legacy and reputation by taking the Gallery to a new level of operation and reputation in the coming five years. This is an ambitious and exciting task that involves playing a key role in the establishment of Parnell Square as a Cultural Quarter, scaling up our exhibitions activity, accelerating the acquisitions to the collection, deepening our links with local neighbourhoods and communities citywide and supporting all of this with a sustainable funding model that creates a strong partnership between public and private funding sources.

This document sets out in detail the scale of our ambition and how we intend to deliver it. It contains the following elements:

1. The **vision** for the Gallery over the next 5 years – both at the high level and also broken into a set of Strategic Vision Elements, designed to bring the vision to life and ensure alignment across the stakeholders
2. The **principles** that have supported the development of the strategy
3. The set of **strategies** that will be the measure of the success of the strategy
4. The set of **actions** that have been identified to achieve the vision and deliver on the strategies. These have been specifically set out in the context of each strategy
5. The key **enablers** that will be required in order to successfully deliver on the strategies

2. Strategic Vision

2.1 Overall Strategic Vision

“Build on Hugh Lane’s ambition - a leading city art gallery for Dublin’s citizens and visitors”

2.2 Vision Elements

We have defined the key vision elements that together will deliver on this overall vision for the Gallery. There are five Vision Elements set out over the following pages:

1. A Gallery that is Connected to Dublin and its People

The Hugh Lane is a vibrant and active cultural agent deeply embedded in Dublin’s consciousness. The Hugh Lane will connect with the city of Dublin, her visitors and other key institutions through innovative and participatory programmes which engage all of our communities confirming its position as a cultural cornerstone of the Parnell Square Cultural Quarter.

2. An Engaging Cultural Environment

The Hugh Lane, as Dublin’s city gallery, is committed to creating a destination where the people of Dublin and its visitors can engage with the renowned collection of modern and contemporary art and the gallery’s captivating programmes.

3. A Collection that is Growing and Protected

The gallery and its stakeholders are committed to caring for and growing the city art collection and to supporting Irish art practice.

4. An Innovative Gallery whose Reputation is Widely Respected and Recognised

We will build on our reputation to enhance our acclaimed, innovative curatorial environment - one that delivers critical, diverse and inclusive engagement through thoughtful and courageous projects and programmes and is recognised as one of the world’s great city art galleries.

5. A Gallery that is known as a Great Place to Visit and Work

The Gallery will create a productive visual arts environment that encourages personal engagement and enrichment for both visitors and staff. The Gallery’s physical and remote experience will attract new visitors as well as encouraging repeat visitors, contributing to the ambitions of Dublin City Council’s Development Plan.

2.3 Principles

The strategy has been developed in line with the following principles:

We will....

- a) Be a destination for Dublin's Citizens
- b) Deliver excellent customer service
- c) Be a great place to work
- d) Maintain the unique Hugh Lane experience for all our visitors
- e) Support artists and art practices
- f) Be an outward looking engaged gallery, fostering strategic alliances at home and abroad to deliver on our vision
- g) Sustain and develop partnerships with relevant institutions in the City and internationally
- h) Affirm and challenge perceptions of the visual arts
- i) Put creativity at the heart of what we do
- j) Deliver imaginative and highly successful Education and Community Outreach Programmes
- k) Build up repeat audience relationships
- l) Increase our visitor numbers and online engagement
- m) Be a leading arts attraction for visitors to Dublin
- n) Be accessible physically, socially and intellectually to diverse audiences
- o) Develop excellent communications with stakeholders

3. Strategies and Key Outcomes

This section sets out the key strategies that we will follow to deliver on our ambitious vision and, critically, sets out how each of these strategies will be measured. This is not intended to be an exhaustive list of all activities in the gallery but rather the key strategic activities that will impact our vision.

We have defined the following key strategies:

1. Step-change our Core Programme Activity – Exhibitions, Collections and Acquisitions, Conservation and Education and Community Outreach.
2. Radically Increase Audience Participation and Community Engagement
3. Create a Network of Active, Sustainable Outward-looking Alliances at Home and Abroad
4. Refurbish and Upgrade the Gallery Spaces to best museum standards
5. Diversify and Increase Sustainable Funding Streams

6. Enhance our Civic, National and International Reputation
7. Be a Key Player in the Transformation of the Parnell Square Cultural Quarter
8. Increase our *Great Place to Work*TM Ranking

We set out below the outcomes or key measures of success for each of these strategies. See Appendix 1 for additional detail on metrics where relevant.

<p>1. Step-change our Core Programme Activity</p>	<ol style="list-style-type: none"> 1. Exhibitions: Present three internationally renowned exhibitions, exciting in content and innovation, attracting international visitors to Dublin. In addition, deliver a series of smaller-scale exhibitions that reveal the strengths of the collection as well as new art forms. 2. Collections: Realise at least one acquisition, similar in impact to Francis Bacon's studio. Acquire a series of artworks to maintain international recognition in modern and contemporary art and excellence in Irish art practice. 3. Education and Community Engagement: Deliver a series of programmes that place the Gallery at the vanguard of community engagement citywide 4. Conservation: Be the leading authority in Ireland in conservation of contemporary art practice and new media 5. Artist in residence programme: A residency programme that makes the Gallery a living space for art creation and research
<p>2. Radically Increase Audience Participation and Community Engagement</p>	<ol style="list-style-type: none"> 1. Increased physical and virtual visitor numbers by 100% 2. Increased repeat physical and virtual visitors by 100% 3. Be one of the top three free-to-enter arts attractions in the City 4. Enhanced visitor experience
<p>3. Create a Network of Active, sustainable outward looking alliances at home and abroad</p>	<ol style="list-style-type: none"> 1. A strong and strategic alliance with at least one city art gallery internationally 2. Explore a collaborative model to support major art programmes in Dublin
<p>4. Refurbish and Upgrade the Gallery Spaces</p>	<ol style="list-style-type: none"> 1. Refurbishment of 1930's wing and physical upgrades to gallery complex complete
<p>5. Diversify and Increase Sustainable Funding Streams</p>	<ol style="list-style-type: none"> 1. Sustained additional revenue of approximately €350,000 per annum by the end of the strategic period, matching the increased budget from DCC.

6. Enhance our National and International Reputation

1. Increased Brand Health index and on street visibility by 100%
2. Recognised as one of the leading European City Art Galleries
3. Museum Standards Programme Ireland accreditation maintained
4. New interactive website in place

7. Be a Key Player in the development of the Parnell Square Cultural Quarter

1. HLG Recognised as a key player in the development of the Parnell Square Cultural Quarter and the surrounding neighbourhood
2. HLG role and responsibilities in the DCC Development Plan and Arts Plan delivered

8. Be a *Great Place to Work*

1. Based on our current structures put in place new organisational objectives which build up team spirit, an excellent work ethic and pride in achievements

4. Actions to Deliver the Strategies

In this section, we set out the identified set of strategic actions that will deliver on each of the stated strategies. These will be mapped on a timeline, with responsibility assigned to individual staff, and milestones set to enable continuous monitoring of implementation.

Strategy 1 – Step-change our Core Programme Activity

Actions

1. Plan and implement innovative and acclaimed projects across the areas of programming - Collection, Conservation, Exhibitions - capturing the zeitgeist, social imagination and current critical thinking, while allowing for democratic difference
2. Deliver innovative and acclaimed projects in Education and Community Outreach in DCC's five administrative areas
3. Collate these projects into one integrated, annual programme
4. Devise a multi-annual integrated programming plan
5. Develop and implement new acquisitions plan
6. Establish Artist in Residence programme
7. Establish long term community outreach programmes

Strategy 2 – Radically Increase Audience Participation and Engagement

Actions

1. Appoint an appropriate professional to develop and implement an enhanced, connected and integrated physical and remote public engagement plan to substantially increase audience participation, art appreciation and international tourist engagement

2. Devise a promotional Plan to highlight the Gallery's annual programmes and projects
3. Ensure front of house staff are trained to best standards of public engagement
4. Enhance the visitor experience with areas of repose and reflection and excellent facilities including renewed café and bookshop
5. Build gallery website for increased audience information and participation.
6. Engage with strategic city stakeholders to enhance the local public realm – Parnell Square Cultural Quarter and improve our on street visibility through additional signage
7. Upgrade the internal environment – welcoming visual orientation, signage and brand awareness

Strategy 3 – Create a Network of Active, Sustainable Outward Looking Alliances at Home and Abroad

Actions

1. Enhance established connections and develop new relationships with local communities and neighbourhoods
2. Create strong and sustained links with DCC's five administrative areas
3. Develop strong and visible connections with artists and arts communities throughout the city and internationally
4. Define and develop links with international city art galleries – partnering on projects across the programming areas
5. Seek partnerships with major Dublin cultural and educational institutions as part of our new programming – including potential research opportunities relevant to that programming

Strategy 4 – Refurbish and Upgrade the Gallery Spaces

Actions

1. Define and implement the refurbishment plan for the 1930's wing and the strategic upgrades for gallery operations
2. Define the current and future spatial requirements for the gallery

Strategy 5 – Diversify and Increase Funding to Deliver our Vision

Actions

1. Appoint Head of Development and establish development committee
2. Develop and implement a sustainable fundraising model including targets and detailed plan to manage patrons, collectors & supporters of gallery operations
3. Clarify roles and responsibilities to ensure that all staff and stakeholders are clear on their role in supporting the funding initiative

Strategy 6 – Enhance our National and International Reputation

Actions

1. Deliver a Marketing and PR plan to promote the excellence of Gallery collections and programming and develop brand health through clarity of identity and visibility, significantly increasing our reach and our share of voice
2. Pioneer a model for peer review
3. Ensure compliance with Museum Standards Programme Ireland standards
4. Organise international conferences relating to current programmes

Strategy 7 – Be a Key Player in the Transformation of the Parnell Square Cultural Quarter

Actions

1. Define and plan clear role and roadmap in support of the development of the Parnell Square Cultural Quarter and the surrounding neighbourhood embracing the shared cultural themes of Learn, Create and Participate
2. Deliver on our responsibilities as defined in DCC Development Plan 2016 – 2022 and DCC Arts Plan, Cultural Strategy and Creative Dublin Plan

Strategy 8 – Be a Great Place to Work

Actions

1. Design and implement a new strategically aligned staff structure to efficiently support the strategy with the required resources
2. Enhance staff engagement model
3. Acknowledge achievements and good work practices
4. Provide access to development opportunities and training for gallery staff

5. Strategic Enablers

This section sets out the set of key enablers that have been identified. These are the pre-requisites that must be in place to enable the organisation to successfully deliver the strategies.

The Enablers break into the following groups:

1. **Staff Resources** – this primarily refers to staff resources that will be required, including the re-allocation of internal resources
2. **Research and Development** – this refers to the time required for research and responsibility for Brand Development
3. **Budget** – referring to the financial resources that will be required
4. **Stakeholder Approval and Alignment on Strategy** – the strategy will require Board and DCC approval and a formal timeline with related tasks and governance structure to oversee successful implementation

1. Staff Resources

To ensure the success of the strategic plan all existing and approved posts will be filled

The plan has identified two additional posts and business cases for these two posts will be made:

- 1.PR/Marketing/Engagement Officer Grade V /VI - Contract Post
- 2.Clerical Officer

**All staff resources are subject to DCC approval and subsequent recruitment process*

2. Research and Development

- a) Time for staff to research and initiate innovative engagements and collaborations
- b) Cross functional responsibility for Brand Development

3. Budget

Below we have outlined both additional annual city funding required and our annual fundraising target. Our target is to source approximately 50% of the increased budget through fundraising. Fundraising experience teaches that it is only successful in partnership with the main funder Dublin City Council. Hence our target is a carefully thought through balance of private and public funding, with one incentivising and reinforcing the other.

Hugh Lane Strategic Plan 2018 – 22 Financial Forecast based on an incremental increase from DCC and through Fundraising						
DCC additional funding over 5 years	2018	2019	2020	2021	2022	Comments
Marketing Resource/Promotion and Advertising	40	60	80	80	90	Not suitable for fundraising
Education and Community Engagement	20	40	45	50	50	
Exhibitions	20	45	70	100	130	
Acquisitions			20	30	40	
Conservation	20	30	35	40	40	
	100	175	250	300	350	
TOTAL DCC Over 5 years					€1.2 m	

FUNDRAISING						
Education & Community Engagement	25	30	50	60	60	Strong potential for fundraising
Exhibitions	50	100	140	150	170	Strong potential for fundraising
Acquisitions		20	30	50	70	Increased potential to leverage gifts/donations including Section 1003 Taxes Consolidation Act
Conservation	25	25	30	40	50	Potential for fundraising for specific projects
	100	175	250	300	350	
TOTAL FUNDRAISING Over 5 years					€1.2 m	
DCC + FUNDRAISING Over 5 years					€2.4 m	

4. Stakeholder Approval and Alignment on Strategy

- a) Strategy approved by Board and DCC
- b) Establish timelines for implementation of Strategy

6. Conclusion

This is an ambitious plan which will achieve a step change in the scale and value of the Gallery's activities. By the end of the five years, this plan will deliver an outstanding and acclaimed Education and Outreach programme, impressive and enviable Acquisitions to the Collections, an outstanding Conservation Department that is expert in contemporary media and compelling and exciting Exhibitions which will attract record audiences. Our goal is to more than double our visitor numbers, be a familiar and valued destination for almost every household in the city and to embed a robust and successful funding structure into the Gallery's operations. The Gallery will be dynamic and exciting, celebrated and embraced by Dublin's communities and visitors to the city.

We acknowledge that the additional investment by Dublin City Council is significant. However, this will be matched by private funding and the enthusiasm and support for the plan by all the relevant constituencies will ensure a very tangible, visible and acclaimed return on the city's investment.

The impact of this strategic plan with its flagship exhibitions, acquisitions, and outreach activities, together with sound marketing, and robust fundraising, will deliver:

- a) A 100% increase in visitor numbers
- b) A strong contribution to the Parnell Square Cultural Quarter
- c) The Hugh Lane Gallery as a household name in Dublin and Ireland
- d) A flagship of Arts and Culture for Dublin City Council
- e) A force for engaging all the communities of Dublin in the appreciation of art and its power to light the imagination
- f) A unique continuum of modern and contemporary art from the 18th Century into the future
- g) A gallery that inspires and supports Irish artists
- h) A gallery known worldwide for its core programmes

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