

**HUGH LANE
GALLERY**



Comhairle Cathrach
Bhaile Átha Cliath
Dublin City Council

Hugh Lane Gallery Strategy

2025 - 2029



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1. Our Strategic Vision

Our vision for the next five-year period consists of five vision elements:

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A leading Irish Art Gallery, deeply rooted to Dublin and globally connected	A collection which is a key part of Ireland's visual heritage that continues to grow and is preserved for future generations.	An inclusive cultural environment for all to enjoy	A leader in the preservation and development of Parnell Square as a dynamic cultural quarter	A great place to work

Appendix to Hugh Lane Gallery Strategic Plan 2025 - 2029

- Due to the closure of HLG for refurbishment works and the construction of the new City Library HLG's Strategic Plan 2025- 2029 has been reviewed and the below amendments made.

1 Develop our Physical Spaces p5

- Include Refurbish No 18 and bring into use for a) staff accommodation and b) to facilitate HLG events while the Gallery building is closed

3. Deliver critically acclaimed exhibitions p7

- During closure we will plan and organise a 'blockbuster' exhibition *to mark the reopening of the Gallery building*, enhancing HLG's reach and reputation and supports Dublin as a leading capital of culture

4. Understand and Engage with our audiences p8

- Replace *Extend HLG opening hours* with
 - Stay connected with our communities and education institutions by developing offsite centres of participation and learning and citywide salons

2. Our Strategy “Map”

We will deliver our vision through eight inter-connected strategic pillars:



3. Our Strategic Pillars and Strategies

1. Continue to Develop our Physical Spaces

We will...

1. Develop a Master Plan

- a) Create and follow a master plan for HLG development.

2. Address Space Constraints & Enhance Facilities

- a) Acquire an off-site storage facility to care for and preserve our collections for future generations.
- b) Create dedicated spaces for conservation and scientific research.
- c) Develop spaces for education, and community programmes and research that ensure accessibility and inclusivity.
- d) Upgrade and increase staff facilities.

3. Refurbish and Upgrade our Buildings

- a) Complete the refurbishment of the 1930's wing and Francis Bacon area.
- b) Develop Frederick Lane.
- c) Deliver feasibility study for 20-21 Parnell Square.
- d) Implement necessary upgrades to meet international museum standards of best practice.

4. Develop Cultural Spaces – Parnell Square focus

- a) Partner in the development of the cultural spaces to revitalise Parnell Square and Dublin city centre.

3. Our Strategic Pillars and Strategies

2. Celebrate the people's collection – part of the Nation's heritage

We will...

1. Be Guardians for future generations

- a) Be the leader in contemporary art conservation in Ireland.
- b) Develop our research partnerships and networks with key institutions nationally and internationally.
- c) Ensure the care and storage of the collection to best international standards of museum practice.
- d) Foster and disseminate scientific research on the Collection.

2. Protect Our living collection

- a) Grow our collection reflecting greater diversity and global concerns along with excellence in Irish art practice in line with our renewed acquisitions policy.
- b) Broaden curatorial voices in the research and dissemination of the collection.
- c) Create innovative, captivating and inspiring collections displays and programmes.
- d) Produce informative and enjoyable publications increasing depth of engagement with HLG.
- e) Continue to develop collection networks with fellow institutions nationally and globally.
- f) Encourage patronage through strategic donor activities.

3. Our Strategic Pillars and Strategies

3. Deliver critically acclaimed exhibitions

We will...

1. Define a Strategic Planning and Long-Term Vision

- a) Engage in long-term curatorial strategic thinking and exhibition planning to align with the Gallery's overarching goals.

2. Deliver Blockbuster exhibitions

- a) We will deliver a 'blockbuster' exhibition enhancing HLG's reach and reputation and, supports Dublin as a leading capital of culture.

3. Deliver Critically acclaimed exhibitions

- a) Deliver daring and ambitious exhibitions and supporting programmes - thereby increasing appreciation and understanding of the visual arts in our communities.
- b) Deliver exhibitions that highlight the strengths of the collection.
- c) Deliver exhibitions reflecting current critical thinking and explore new art forms.
- d) Produce informative and enjoyable publications increasing the understanding of artistic and curatorial intent.

3. Our Strategic Pillars and Strategies

4. Understand and engage with our audiences

We will...

1. Extend HLG opening hours

- a) Deliver additional opening days and extended hours.

2. Transform Audience Insights and Understanding

- a) Use advanced data research and analytics to gain a holistic understanding of audience demographics, behaviours and motivations.
- b) Distil audience insights into strategic decision making across all functions in the gallery.

3. Develop a strategic approach to audience development

- a) Develop an audience-first marketing strategy focused on sustainable, long-term growth, informed by enhanced data insights.
- b) Establish best practices in gallery marketing to help drive consistent growth in visitor/repeat visitor numbers.
- c) Periodically review and adjust audience segmentation strategies to remain responsive to evolving audience demographics and needs.

4. Optimise Marketing Efficiency with Technology and Insights

- a) Establish KPIs (Key Performance Indicators) and metrics to track the impact of marketing activities.
- b) Boost the effectiveness and reach of digital channels.
- c) Allow for experimentation and investment in new platforms and technologies.

5. Enhance Visitor Experience Onsite and Online

- a) Assess and utilise visitor data and feedback to ensure a seamless, accessible, and engaging experience.

3. Our Strategic Pillars and Strategies

5. Nurture our communities I

We will...

1. Enhance Community Engagement and Ownership

- a) Build on our successful engagement with local communities and grow repeat visitors by developing collaborative and participatory programmes and exhibitions, nurturing a deeper sense of ownership and connection with Hugh Lane Gallery.
- b) Target harder-to-reach audiences and new demographics such as teens/young adults.
- c) Research and develop strategies that encourage lifelong relationships with the gallery.

2. Be the leading centre for art education in the city.

- a) Be at the vanguard of contemporary discourse by developing community projects and cultural programmes that interrogate challenging topics.
- b) Continue to foster a culture of daring, brave and inclusive art education programming.
- c) Support the significant expansion of the Gallery's community outreach in spaces throughout the city.

3. Support excellence in art education and curriculum development

- a) Connect with Department of Education and curriculum development organisations to contribute to current strategies.
- b) Support excellence in art education and curriculum development through enhanced collaborations with schools and third level educational institutions
- c) Embed inclusive education throughout all programmes.
- d) Continue to develop innovative and durational early-years programming.

3. Our Strategic Pillars and Strategies

5. Nurture our communities II

We will...

4. Strengthen Organisational Capacity

- a) Increase space for education and community engagement by creating a dedicated learning and research centre in 20 & 21 Parnell Square.
- b) Continue to nurture and support artists, guides and lecturers.

5. Improve Accessibility and Inclusivity

- a) Develop a TEDI (Towards Equality, Diversity and Inclusion) policy to ensure facilities and programmes are inclusive and accessible for all visitors
- b) Take a deliberate intersectional approach to participation.
- c) Continue to lead on ambitious socially engaged art practice through partnerships with artists and institutions nationally and globally.
- d) Contribute to the collection's diversity through innovative programmes of community engagement.

6. Youth Initiatives and informal education

- a) Create partnerships and implement programme initiatives with local youth and community groups that foster self-expression and belonging.
- b) Continue to develop our strategic partnerships with relevant local stakeholders, including NEIC (North-East Inner City), to create sustainable and mutual goals.

7. Evaluation of impact of all programmes

- a) Embed professional evaluations into our community engagement programmes.
- b) Schedule in time for research and reflection on significant durational projects to afford the opportunity for shared learning and long-term planning.
- c) Create context for peer review.

3. Our Strategic Pillars and Strategies

6. Enhance our stakeholder relationships and partnerships

We will...

1. Enhance Governance and Stakeholder engagement

- a) Ensure the Gallery's goals are aligned with DCC strategies and policies, particularly those related to climate action, community engagement, and cultural development.
- b) Ensure full governance compliance in line with legislative and regulatory requirements.

2. Build Partnerships and Cultural Networks

- a) Devise a protocol of co-operation to build on our relationships with our global partners and develop collaboration in shared cultural objectives.
- b) Partner with fellow institutions and organisations to enhance Ireland's cultural landscape.

3. Provide Leadership in Cultural Development

- a) Continue to be a key stakeholder and leader in the Parnell Square Cultural Quarter development.
- b) Lead in professional innovation that supports contemporary art practice.
- c) Collaborate with DCC colleagues and other partners to create an inspiring, safer, more accessible city centre environment.
- d) Advocate for deeper Government alignment with arts interests.

3. Our Strategic Pillars and Strategies

7. Climate action and environmental sustainability

We will...

1. Work toward Sustainability

- a) Support and explore climate action initiatives in museum practice.
- b) Develop a comprehensive Gallery climate plan building on DCC's climate action plan 2024 – 2029.
- c) Review and upgrade energy efficiency.
- d) Embed climate action targets into HLG development plans.

3. Our Strategic Pillars and Strategies

8. Drive organisational capacity and culture

We will...

1. Strengthen Organisational Capacity

- a) Ensure HLG governance is robust, resourced and engaged in delivering strategic development.
- b) Develop and maintain robust recruitment and succession plans across HLG team and governance structures.
- c) Implement and ensure HLG workforce plan supports the significant ambition of the strategic plan and master plan.
- d) Keep abreast of developing technology increasing capacity and accuracy.
- e) Identify and engage additional resources when required.

2. Recruitment and Staffing Improvements

- a) Continue to nurture a positive and inclusive internal culture.
- b) Improve staff facilities.
- c) Support professional networking and development.
- d) Provide training and promotional opportunities.
- e) Foster a supportive and accessible work environment.
- f) Maintain HLG's practice of being a great place to work.

3. Evaluation and Impact

- a) Embed evaluation of impact of operations and programming in strategic and operational planning.