



GATE THEATRE STRATEGIC PLAN 2024-2027



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**“THE GATE EXISTS TO PUT AT THE DISPOSAL
OF OUR AUDIENCES ALL THE RICHES OF THE
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THEATRE LIMITED ONLY BY THE LIMITS OF THE
IMAGINATION.”**

Hilton Edwards
Gate Theatre Co-Founder



A NEW CHAPTER: AN OPEN GATE

The new executive team of Artistic Director Róisín McBrinn and Executive Director Colm O'Callaghan started at the Gate in August 2022, establishing a new structure of shared leadership. The past year has been a year of significant change that will have a lasting cultural impact. The new team are committed to creating an Open Gate.

An Open Gate is a civic Gate and will be a key cultural asset for Dublin's North Inner City. From 2024-2027 we will generate new audiences and excite current ones, invest in artists of the future, deliver our community engagement programme, and be a supportive home to the best Irish artists and their international collaborators.

The theatre's founders, Hilton Edwards and Micheál Mac Liammóir, established the Gate to introduce Ireland to new and diverse voices - voices that demand to be heard. The Gate was founded as an outward-facing organisation and the new team's mission is to sustain that spirit of inclusivity and openness at a time when Ireland needs it most. Over the next four years, the Gate will solidify its status as a pivotal cultural force in Ireland and beyond.

In 2022, the Gate received a transformative uplift in annual strategic funding from the Arts Council. As outlined in the Gate's Stability Business Plan 2022-2023, this welcome annual uplift provides foundational support that allows the organisation to build its capacity and resources to support artists, staff, the building, and its programme with greater financial certainty. Sustained Arts Council funding will ensure that this work will continue through 2024-2027 and that the Gate becomes an industry leader in positive workplace culture.

The Ireland of 2024 is a country enriched by cultural diversity and social progress. Under the new Co-CEOs, as the Gate approaches its centenary in 2028, we will make its theatre a home to all stories and the Gate's communities, so that it continues to play a defining role in Irish society.

A new chapter has begun.



Credit: Alan Betson / The Irish Times

WHO WE ARE

VISION

An Open Gate where every person has access to great theatre

VALUES

Care, Collaboration, Excellence, Inclusion

MISSION

To make inspiring theatre that connects, questions and transforms our audiences and communities

GOAL 1

To produce unforgettable and inspiring theatre

GOAL 2

To create a supportive and sustainable organisation

GOAL 3

To drive the growth of a connected and confident Irish theatre at home and abroad

GOAL 4

To ensure longterm financial and operational stability

GATE VISION

AN OPEN GATE WHERE EVERY PERSON HAS ACCESS TO GREAT THEATRE

The Gate will transform into a more civic space. For too long, the building and the organisation have remained inaccessible to certain communities, audiences and artists. Over the coming 2024-2027 period, the Gate will make this change with a series of new directions for the organisation, the sector and the local area.



GATE VALUES

It is important that the Gate continues to be a values-led organisation. A consultative process was held from January to June 2023 with its staff and Board to collectively determine and own the values that will become the bedrock of the organisation. This process has led to **care**, **collaboration**, **excellence** and **inclusion** becoming the Gate's core values. They are defined as follows:

CARE

- That the Gate becomes a leader in positive workplace culture
- That the process of making inspiring theatre is as important as the product

COLLABORATION

- That the Gate cultivates diversity on its stages and in its audiences
- That the Gate becomes a world-class hub for reciprocity between international and Irish artists

EXCELLENCE

- That artists are empowered to do their best work
- That we aim for the extraordinary on and off our stages

INCLUSION

- That artists are empowered to do their best work
- That we aim for the extraordinary on and off our stages

NEW DIRECTIONS

The next four years will be strategically distinct by focusing on the new directions of audience development, greater investment in new work and artist development, community engagement, generating meaningful philanthropic support and safeguarding the Gate Theatre's building.

Audience Development

Our new vision of **An Open Gate Where Every Person has Access to Great Theatre** speaks directly to audience development. 'Open' speaks to a civic, democratic and safe space, where audiences have a sense of ownership and investment, where they can see their stories portrayed on our stages. 'Every Person' speaks to potential audiences of any background who have a place at the Gate, whether they currently perceive that to be the case or not. 'Access' speaks not only to the responsibility we have to reach out, engage and welcome those audiences, but also refers to the tools that we have at our disposal to make this vision a reality.

New Work & Artist Development

Whether we programme new Irish work, reinterpretations of classics which speak to the current moment, or Irish premieres of inspiring contemporary international plays, significant investment in this area has been a key new direction from 2023 and will continue into the future. We will turn the Gate into an engine room for new work in Ireland. Our Artistic Director, together with our expanded producing and artistic team, will identify and support emerging talent and lead on the generation of new work.

Community Engagement

Community and an Open Gate go hand-in-hand, incorporating both national reach and a local focus. The Gate will prioritise the North Inner City by providing the area with multi-faceted and varied opportunities for participation, the first of these being the GATEWAYS Previews initiative, which will provide 100 tickets free of charge to local residents for every mainstage production.

Dublin's North Inner City is a vibrant and diverse area that has a rich cultural heritage. The Gate will for the first time become a creative hub for the local community, schools, young people and artists of the future. In 2023, the Gate prioritised the building of a dedicated community space. This large workshop space will be the site of some of our community engagement programme, GATEWAYS.

Philanthropic Support

Since mid-2023, the purpose of the Gate's new Development function is to secure fundraising and sponsorship partnerships that will develop a theatre where every person has access to great theatre. For philanthropy to succeed, it needs to be aligned to the priority areas of the organisation, and we envisage a focus on community engagement, new work and supporting artists. In addition, the philanthropic network we build will support the restoration and innovation of the building and our facilities.

The Gate Theatre Building

The Gate's facilities and infrastructure need to be modernised and the time has come to explore our historic building's capital needs. Whilst this is a challenge in a listed 18th century building, our forthcoming centenary represents an opportunity to renovate the Gate into a world-class venue for the next 100 years. As a historic cultural anchor and a force for community change, our building and all it stands for will become a space where the endless ambition of our artistic community is more than matched by the building's infrastructure.

From 2022, we have been implementing much-needed upgrades to current facilities. A second phase of capital expenditure from 2027 onwards involves a longer-term renewal of the Gate building, and over the next four years, we will lay the ground work for the philanthropic and government support required to make this a reality.



STRATEGIC GOALS

GOAL 1: TO PRODUCE UNFORGETTABLE & INSPIRING THEATRE

- **1a.** By creating a bold, dynamic and extensive annual programme
- **1b.** By innovating new streams of agile programming across our spaces
- **1c.** By engaging our communities through our GATEWAYS programme
- **1d.** By expanding access to our programme and building

GOAL 2: TO CREATE A SUPPORTIVE & SUSTAINABLE ORGANISATION

- **2a.** By embedding a culture of care, safety and inclusion into the fabric of the organisation
- **2b.** By ensuring every artist and staff member gets the requisite resources to thrive
- **2c.** By advancing environmental sustainability at the Gate

GOAL 3: TO DRIVE THE GROWTH OF A CONNECTED & CONFIDENT IRISH THEATRE AT HOME & ABROAD

- **3a.** By developing a world-leading new work pipeline that drives the growth of groundbreaking plays and productions
- **3b.** By creating opportunities for Irish artists with a broad range of experiences and backgrounds
- **3c.** By making dynamic partnerships with companies and producers in Ireland and internationally

GOAL 4: TO ENSURE LONG-TERM FINANCIAL & OPERATIONAL STABILITY

- **4a.** By implementing income and investment strategies that balance earned, philanthropic and publicly funded income
- **4b.** By ensuring the Board and executive team lead with our values of care, collaboration and excellence
- **4c.** By setting the foundation for an impactful centenary in 2028

GOAL 1: TO PRODUCE UNFORGETTABLE & INSPIRING THEATRE

1a. By creating a bold, dynamic and extensive annual programme

The Gate will continue its history of delivering an inspiring annual programme. Over the 2024-2027 period, this means work that surprises and expands our audiences through a diverse programme created by and with Ireland's leading theatre artists, and our international collaborators. We believe theatre can transform and we will ensure the Gate experience will ask audiences the big questions about who we are right now, while taking them on unmissable journeys.

An annual programme of work will include:

- New Irish plays
- Irish premieres of contemporary international plays
- Fresh re-interpretations of canonical plays
- Reciprocal international and national co-productions
- Shows for families and young people
- Shows with music at their heart
- Annual national tours

A Space For All

We want to advance contemporary conversations. Who holds the space on the Gate stage is something we interrogate with care. Whether it is one of the first lesbian protagonists on an Irish mainstage (Fun Home, July 2023), ensuring that our acting companies reflect the diversity of our city (Piaf, December 2022 and Peter Pan, November 2023), or reinterpreting classics, we will push contemporary conversations forward that invite new audiences to experience our work.

National touring will remain part of our commitment to an Open Gate and we will build partnerships with our colleagues in theatres across the country.

New Plays

We will commission and produce more new plays. Aided by a commitment to new work development and evidenced by our soon-to-be-recruited New Work Manager and the expanded producing team, we will commit resources to rigorous research and development for writers and directors. New works are the lifeblood and future of our theatre and we will ensure we generate extraordinary new productions.

International

Premiering and presenting the most exciting international voices on our stages are crucial steps to bringing our audiences to new places. Reciprocal co-productions with international partners will feature heavily in the next four years. Producing the work of playwrights such as Annie Baker and Abi Morgan and presenting companies such as Sydney Theatre Company, is a way to inspire and embolden Irish artists.

Future Audiences

We will invest in audiences of the future. We have consulted with teachers from primary and secondary schools to assess their needs and to inform how we will cultivate collaborative relationships. Amongst the outcomes of this work is a schools' tour of a new play for 2025 and a commitment to have schools-friendly performances.

GOAL 1: TO PRODUCE UNFORGETTABLE & INSPIRING THEATRE

1b. By innovating new streams of agile programming across our spaces

Under the banner of GATECRASHES and with a view to expanding the age range of our audiences, we will programme projects across our spaces alongside shows on our mainstage. As well as attracting people who have not yet been through our doors, it is the ambition of GATECRASHES to interrogate how we use our spaces. In 2023 and 2024, these included shows for babies by Anna Newell, a special poetry night with Dead Poets Live starring Denise Gough, and our collaboration with Dublin Fringe Festival, OnlyAnOctaveApart. Moving forward we will expand this series to include live music gigs and host some of the most exciting crossover artists from the world of cabaret, drag and poetry.

GATECRASHES offers us an opportunity to be more responsive in our programme and will provide a civic opportunity to respond to current issues such as a national debate or moment of celebration. There is scope to develop this stream of work to include more diverse voices in our programme and the potential to do call outs to share our resources with smaller organisations.

Alongside ticketed events, we envisage that by 2026, GATECRASHES will include some community takeovers. In September 2023 for Culture Night we hosted a series of free workshops in our new community space instead of bringing audiences into our auditorium.

1c. By engaging our communities through our GATEWAYS programme

Following the appointment of a Community Engagement Manager in early 2023 and 2024, we have created our GATEWAYS programme.

A significant part of the community engagement work in 2023 has been about consultation. From October to December 2023 we will produce our 'Taster Term' where we offer workshops to members of the community to garner interest and gather feedback that will inform the creation of future offers. These workshops will take place in our new, dedicated community space.

For the next four years, when we talk about community, we are looking at working with the following groups (below, 'local' refers to the North Inner City):

Schools As Audience

Through reduced price, sponsored or gifted ticketing schemes, we will engage at least 1,500 children and young people per year. This will be through our annual family show, small scale tours to schools and offers to teachers that include tours of the building, onsite workshops, and activity packs for some shows. We are currently exploring what a Transition Year offer could be or this stream of work and how we can have more young people doing work experience at the Gate.

Local Schools As Participants & Audience

We will work with four local primary and secondary schools, including Larkin Community College, O'Connell Secondary School, and Gaelscoil Choláiste Mhuire to offer them an in-depth engagement with the Gate. In 2023 and 2024, these tailored programmes included

GOAL 1: TO PRODUCE UNFORGETTABLE & INSPIRING THEATRE

term-based blocks of theatre workshops, tours of the building, free use of the community space for after-school groups, and free tickets to the shows on our stages with the opportunity to meet some of the artists involved.

Local Community Groups As Participants & Audience

We will establish weekly Gate adult and youth theatre groups to take place in our building. Participants will come from a combination of community groups and schools whom we have engaged with and listened to since 2023. The long-term aim for these groups is for them to be on our stage for a special community production in 2028.

Bespoke Group Engagement

Through pinpointing the themes of productions, we will cultivate specific audience engagement for some of our shows throughout the year. In 2023, this involved working with *BelongTo* to deliver workshops around the themes of *En Home* and for them to attend the show with a special post-show conversation with some of the cast.

GATEWAYS Previews

100 free tickets will be ringfenced for local residents for every first preview of every mainstage production.

1d. By expanding access to our programme and building

GATE CONVERSATIONS

GATE CONVERSATIONS is a new stream of programming that seeks to deepen our audience's engagement and understanding of the issues raised by our programme. In 2023, acclaimed journalist Una Mullally curated a series of talks in response to *En Home* including panel discussions and historical walks.

Ticketing Benefits For Under 30s

The Arts Council's recent National Arts Engagement Survey indicated that there has been a profound post-COVID-19 drop-off in levels of attendance for under 30s. This issue has been exacerbated recently by the ongoing cost of living crisis. We will proactively address this by offering discounted tickets to the under 30s. We will make this accessible by allowing advance reservations through our Box Office so those wishing to avail of the offer can be assured before travelling.

New Affordable Membership Scheme

After detailed analysis conducted by the Gate and marketing consultants Baker Richards who explored 2010-2022 audience data, one clear recommendation and tool to engage new audiences, is that of an affordable membership scheme. From 2024, this new membership scheme will be at the heart of our audience engagement strategy, with an emphasis on providing a special accessible price for the local community and students.

GOAL 1: TO PRODUCE UNFORGETTABLE & INSPIRING THEATRE

Audiences And Accessibility

The provision of Irish Sign Language shows has been made mandatory for each mainstage production. Our goal across 2024-2027 is two-fold: firstly, to add the element of tactile tours, relaxed performances, and audio description. Secondly, to invest capital to procure audio description and captioning equipment. We will train the Gate's Front of House team to offer these services to the sector. This work is the first step towards a commitment that will lead to an audit of the building's physical accessibility for audiences with mobility issues.



Pictured: Rather Gather

GOAL 2: TO CREATE A SUPPORTIVE & SUSTAINABLE ORGANISATION

2a. By embedding a culture of care, safety and inclusion into the fabric of the organisation

The Gate is transforming its culture to one underpinned by care, collaboration and excellence. Dignity at Work, anti-racism, talent management and fair remuneration are four key areas of development for 2024-2027.

From Dignity At Work To Safe To Create

2021 brought the introduction of an internal Dignity at Work programme, delivered to both core and visiting teams. Over the past 18 months, the programme has led to the introduction of the Gate Trust Statement in 2022, and the company-wide adoption of the Safe to Create Code of Behaviour in January 2023.

Dignity at Work is reinforced regularly across the year, namely for each new production and technical rehearsal period, so that it is the cornerstone of all we do. The Safe to Create Code is adopted by every employee and Board Member at the Gate.

Roadmap To Anti-Racism

Developing a roadmap to an Anti-Racism Action Plan is central to the goals of the new executive team who have previous experience of anti-racism policies in organisations that have prioritised cultural diversity and inclusion.

In tandem with the Arts Council's recently launched Equality, Diversity and Inclusion Implementation Plan, the Gate will set the foundations for anti-racism training in 2025, which will involve tailored consultation with experts and with artists/arts workers. The aim is to make this process a company-wide co-creation process, which will lead to the establishment of a formal action plan in 2025.

Professional Development

We are committed to investing in the professional development of all employees at the Gate, so they thrive as staff members and contribute to the growth of the Gate and the Irish theatre sector. Working with our Head of HR, a tailored quarterly performance review and development programme has been created and will be implemented by December 2024.

Remuneration

Fair remuneration is essential to creating a safe space for the workforce and a fundamental part of how we embed value and longevity in our organisation and sector. It is vital that the uplift in Arts Council funding translates into sustainable income for artists and staff. The Gate is committed to continually reviewing its pay scale for staff, actors and creatives, to ensure they are well benchmarked against other organisations.

GOAL 2: TO CREATE A SUPPORTIVE & SUSTAINABLE ORGANISATION

2b. By ensuring every artist and staff member gets the requisite resources to thrive

The Gate will become one of the most desirable arts organisations to work with. This support is about both short and longterm investment and will be achieved through the right level of resourcing.

Human Capital

A fundamental rationale behind the much-needed uplift in Arts Council funding was to build capacity through the restructure and recruitment of staff, including the increase of artistic roles. Key areas of the Gate's business have changed to ensure artists and the producing of work are adequately supported with the expansion of the producing and production departments. The new executive team expanded the staff footprint from 19 to 33 people.

Equipment

Coming from backgrounds in developing artists and new work, the new team understands the need for world-class facilities and equipment. Since late 2022, the Gate has invested financial reserves in new sound, lighting and audio-visual equipment to ensure we build towards the standards of international peer organisations and venues. Requisite equipment is essential for achieving artistic excellence. We will conduct a full equipment review, to ensure we provide the best equipment and work in a sustainable way.

2c. By advancing environmental sustainability at the Gate

In a cultural sense, sustainability at the Gate represents how we engage externally with the work. Little has been achieved at the Gate in this respect prior to now. There is a blank slate opportunity to achieve a legacy of sustainability.

From 2024-2027, the Gate will follow a similar timeline to its Anti-Racism Action Plan, creating a Sustainability Action Plan roadmap that will be formalised in 2025.

From now and into 2024, there are short-term considerations in relation to progress in sustainability:

- Rehearsal rooms: easy wins can be achieved in terms of new behaviours on the use of recyclables such as paper (scripts).
 - Technical: where budget and technical capacity allows, we are switching our lighting kit to more environmentally friendly LED bulbs.
 - Bar & FOH: we will implement reusable plastic cups to replace the significant use of disposable cups. We will also replace plastic water bottles with glass ones.
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GOAL 3: TO DRIVE THE GROWTH OF A CONNECTED & CONFIDENT IRISH THEATRE AT HOME & ABROAD

3a. By developing a world-leading new work pipeline that drives the growth of groundbreaking plays and productions

From conception through to development up to the first day of rehearsals, care and rigour of ideas and processes will be central to the making of our work. We will ensure this through the allocation of appropriate resources and personnel to each project.

Expertise and Research & Development

Pivotal to this ambition is the appointment of a New Work Manager who will begin in 2024 and, alongside the Artistic Director, will ensure that care of and attention to artists is paramount. As well as managing three new play commissions per year, they will offer dramaturgical expertise to writers, cultivate new ways to nurture lesser-known talent, and interrogate and extend new production ideas with the Artistic Director and freelance directors.

Opportunities to try out ideas, fail at some, and meaningful workshops to experiment, are vital to the creation of quality new work.

We will allocate funds to each of our commissions and to at least four ideas per year to create properly resourced space and time to allow the development of ideas and ensure that artists are getting as much pre-rehearsal investment as possible.

3b. By creating opportunities for Irish artists with a broad range of experiences and backgrounds

It is important to the Open Gate vision that we make opportunities for the artists of the future. In addition to our GATEWAYS programme and our investment in young people as future artists, we will continue the following artist development schemes:

Resident Assistant Director (RAD)

This is a new annual role which began in 2023. It is a paid appointment for a director who has made their own work and wants to put a microscope on their practice by focusing on, and learning from, experienced directors.

The RAD becomes a vital member of the artistic team for 12 months: delivering workshops with the Community Engagement Manager, reading scripts for the New Work Manager, and receiving dedicated support from the Artistic Director about their future work. Ciara Fleming, 2023's RAD, said the following about the role:

"The confidence and security that comes with being able to align myself with a theatre of the Gate's standing cannot be underestimated. This year has solidified my approach to my own artistic practice and given me a springboard from which to continue in my development as a director. It's been invaluable."

Associate Artists

There is a shortage of skilled artists in certain areas in the Irish theatre sector which can be challenging when it comes to the recruitment of freelancers. For the purpose of this strand of work, we have identified the four areas for investment as sound, lighting and set design, and production management.

GOAL 3: TO DRIVE THE GROWTH OF A CONNECTED & CONFIDENT IRISH THEATRE AT HOME & ABROAD

In 2023 and 2024, we created associate posts in three of these areas. We paid mentors to work with the associate artists in order to improve their practice, while providing paid and on-the-job development to mid-career artists and makers

Masterclasses

We will continue our Masterclass programme for early career artists. This will include at least four free masterclasses led by leading Irish and international artists who will deliver workshops to inspire the next generation.

Bursaries

We will invest in four project developments that may or may not have future life on our stages. These will be a mix of open call applications for artists who have ideas they want to cultivate and hand-picked opportunities on projects that we want to explore further for our stages.

3c. By making dynamic partnerships with companies and producers in Ireland and internationally

Co-commissioning, co-producing and annual national touring are central to how the Gate will continue to open up over the next four years. Between 2024-2027, we commit to the following:

Co-commissioning

We will co-commission at least one new play with an international partner over the next four years. We know partnering early in the process enables a greater chance of success.

Reciprocal Co-Production

Co-producing means we can take more risk and continue the Gate's proud history of showcasing new international voices, holding Irish artists high, and playing a role on the international stage. As with co-commissioning, it is vital that our co-productions are driven by shared values with our partners and that, as a producer and developer of new work, we offer a meaningful artistic voice to our co-productions. We want our organisation to learn from our partners and to ensure that, as well as financial and artistic benefits, co-productions will represent opportunities for our organisation to grow, become more outward-facing and create artistic alchemy that will be unforgettable for our audiences. In 2024, we will co-produce with Sydney Theatre Company with a half-Irish, half-Australian cast and creative team.

National Touring

An Open Gate means creating opportunities for more people in Ireland to be inspired by our programme. In 2024, we will put energy into harvesting new relationships with potential partners and venues outside of Dublin. We will also share our Masterclass series with hosts across the country. Across 2024-2027 embedding national touring for at least one of our shows annually will be a priority.

Getting Out There

In 2023, the Gate established a bi-annual national gathering for Ireland's artistic directors to come together. Similarly, we will open our doors to Dublin Theatre Festival and the theatre community by hosting the Festival Club in our bar. We will continue such moments to share our resources over the following new year and cultivate a listening and open attitude to our colleagues.

GOAL 3: TO DRIVE THE GROWTH OF A CONNECTED & CONFIDENT IRISH THEATRE AT HOME & ABROAD

Hosting One Presentation Per Year

The Gate is first and foremost a producing house, but we believe in presenting up to one production per year that has been created elsewhere. The choice of this show will be driven by how unique the offer is, how it provides an opportunity to give our audiences something that is not otherwise happening in Dublin or to partner with a collaborator that is world-class and could lead to other artistic moments or partnerships for the Irish sector. In 2022 this was *The Last Return* by Sonya Kelly produced by Druid, and in 2023, we hosted *Only An Octo Apart* with Dublin Fringe Festival.



Credit: Ellie Kurttz

GOAL 4: TO ENSURE LONG-TERM FINANCIAL & OPERATIONAL STABILITY

4a. By implementing income and investment strategies that balance earned, philanthropic and publicly funded income

Box Office Income

The Gate's past dependence on very high box office yield has been lessened by the uplift in Arts Council funding. In the coming years, we will programme works that are designed to entice new audiences, alongside work that retains our loyal base. In terms of our box office income goal, we aim to balance profit-making productions with those we invest in for audience development.

Starting in late 2023, a three-year audience development strategy, off the back of a consultation by Baker Richards, will be completed. The strategy will explore what potential loss of income may occur across 2024-2027, due to programming less familiar works, and we will discover what this means for the new income model the Gate is experiencing since the uplift in 2022.

Arts Council Funding Income

A continued incremental increase in public funding from the Arts Council will be needed to cover the flow-through of the increased staff costs carried out to build proper capacity for the Gate and our programming.

The funding uplift also enabled us to create much-needed space for marginalised voices on our stage as well as exciting audience development – we are seeing new faces at the Gate.

Arts Council income will be invested across the following strategic priorities:

- The new direction of community engagement
- Significant increases in new work and artist

development

- The ability to create major cultural changes, such as anti-racism, inclusion and sustainability
- Schemes that promote greater access to our programme

Philanthropic Income

Since the appointment of our new Head of Development in early 2023, we have been exploring meaningful partnerships with philanthropic investors to realise the Gate's goals.

The function of the development department is to build a broad range of strategic partnerships that enable us to cultivate funding that supports the costs of our overall vision.

Community Engagement: The impact of corporate support in this space will heighten the Gate's capacity to increase the numbers of community groups being engaged, the diversity and reach of these groups, as well as the frequency and sustained engagement of the community groups. Funding could also alleviate other logistical challenges, such as transport costs for community groups outside Dublin city.

Supporting New Work & Artist Development: The vision of accessing 'great theatre' can be supported by the Development department by:

- Funding artist bursaries
- Securing support to commission new work that will add to the Irish canon
- Hosting a sponsored showcase event that brings new work and new artists to audiences

GOAL 4: TO ENSURE LONG-TERM FINANCIAL & OPERATIONAL STABILITY

Building Restoration & Innovation: There is a need for both government capital infrastructure funding and philanthropic income to support capital building costs. From a development perspective, there is an opportunity to tap into 'capacity building' streams of funding through trusts and foundations. There are also opportunities to develop partnerships with companies in relevant sectors, such as the construction and tech sectors, where values, context and the business case for restoration and innovation align.

4b. By ensuring the Board and executive team lead with our values of care, collaboration and excellence

Across 2022-2023, the Gate Board has gone through a rigorous process of self-evaluation and renewal, so that it best serves this new chapter. Three priorities are diversifying the Board membership, embedding good governance practices and closely tracking strategy and ambition.

Board Membership

Three new directors have joined the Gate Board in the past year, including an arts industry leader, Jo Mangan, who provides a much-needed voice for the sector. Fiona Gallagher and Conor Roche provide financial and strategic expertise that is pertinent to the strategic goals of 2024-2027.

In terms of representation, gender balance has been a goal and for the coming years, Board membership is majority female. Cultural diversity and community representation on the Board are the next priorities to be addressed in the coming years.

Good Governance

The Board and executive team have set about establishing a HR & Remunerations Committee, a Audit & Risk Committee, and a Development Council (fundraising), to ensure these areas of the business are governed efficiently and with accountability.

The addition of a Company Secretary post, working closely with Executive Director Colm O'Callaghan, ensures the Gate will meet its governance and regulatory obligations prudently and in good time. This includes meeting the compliance requirements in full for the Charities' Regulatory Code in 2023.

Strategy

Keeping an eye on mid- to long-term strategic goals will remain a priority and function of the Board and executive team. Goals such as income diversification and growth in this new financial model will remain a priority. Equally, the Gate has gone through a significant and fruitful restructure and recruitment drive in the first year of the new executive team, and the Board and team are proactively embedding the successful operational function of every department.

The Gate Board and executive team, along with its senior management team, engage annually in a strategic planning Away Day to ensure strategic objectives are prioritised as much as the operational ones. One long-term important focus that is soon coming into view is the Gate's centenary.

GOAL 4: TO ENSURE LONG-TERM FINANCIAL & OPERATIONAL STABILITY

4c. By setting the foundation for an impactful centenary in 2028

As the milestone of the Gate's centenary approaches in 2028, we need to set in motion plans that imagine the Gate thriving for the next 100 years. In addition to creating a significant artistic impact, two areas of focus in preparing the ground for this across 2024-2027 are our history and our building's capital needs.

Our History

A key goal for the centenary is to establish a robust plan to protect and share the Gate's rich archive. In 2024, we have budgeted for a consultant to work part-time with the Gate to advise on best practice in archiving.

Our focus for the organisation's archive is:

- To plan long-term storage of the physical archive
- To cost and plan long-term digital archiving
- To develop a strategy to reapproach Northwestern University and retrieve the 1928-1983 archive, sold to the university by Edwards and Mac Liammóir to fund necessary works on the theatre at the time
- To assess what parts of the archive can be made accessible to the public

Gate Building Capital Needs

We have begun the process of lease renewal with our landlord, the Rotunda Hospital, to secure a long-term lease from 2028 onwards. We are seeking to expedite this process in 2023, so that we can approve any requisite capital expenditure that may need to progress before 2028.

Alongside this, we will commence a project to re-imagine the building and facilities, which will lead to a significant capital programme to deliver world class facilities for the future.

CONCLUSION

In imagining the Gate of 2028, we hope to have earned the trust of people in our community and the artistic sector. The Gate will have become an anchor for the community, and our building and all it stands for, will be a beacon for change in Dublin's North Inner City that emanates out across the globe.

Through our continued investment in and commitment to artistic excellence, we will have become a world-leading generator of inspiring theatre, that continues to attract the best collaborators to our city and embolden extraordinary work from Irish artists.

The Arts Council's commitment to our growth and stability is vital to our future. This significant and reciprocal relationship is essential to us realising our ambitions, and to playing our pivotal role as one of only two full-time producing houses in Ireland, and one of the biggest employers in the arts industry. We thank the Arts Council for their continued partnership.

With gratitude we acknowledge the unwavering support and commitment of our staff and the Gate Board, and the contribution they made to this document. With their continued passion and talent, all of it is possible.

We are proud of the ambition of this four-year strategic plan and its potential for creating change and growth across our sector, community and valued audiences. This mission of partnership is a corner stone of our vision for an Open Gate.

Join us.