

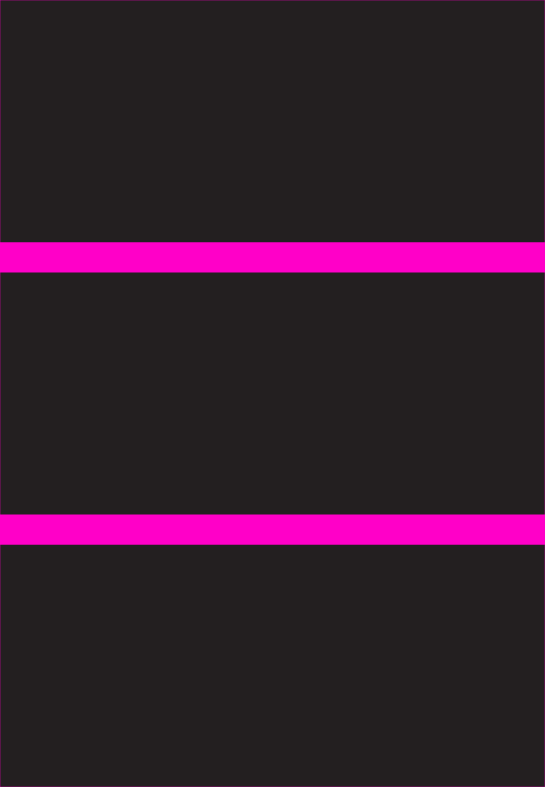


RELEVANT RELATABLE RADICAL

RUA RED
SOUTH DUBLIN
ARTS CENTRE
STRATEGY
2026—2032

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Cover Image—Array Collective
The Goose and The Common, 2025
Image—Ste Murray



**ART IS
FOR
EVERY
—ONE**

**RELEVANT
RELATEABLE
RADICAL**



RUA RED
SOUTH DUBLIN
ARTS CENTRE
STRATEGY
2026—2032



Brognon Rollin—Templates of Chance, 2024
Image—Juliette Rowland



Array Collective—The Goose and The Common, 2025
Image—Ste Murray



Frances Mezetti—Replacement—Uprooting Tallaght Performance
Art Festival 2023—Image—Juliette Rowland



The Magdalene Series—The Map, Alice Maher and Rachel Fallon 2022
Image—Ros Kavanagh

4,609—EVENTS

1,395—WORKSHOPS

59—PERFORMANCES

8—EXHIBITIONS

8—RESIDENCIES



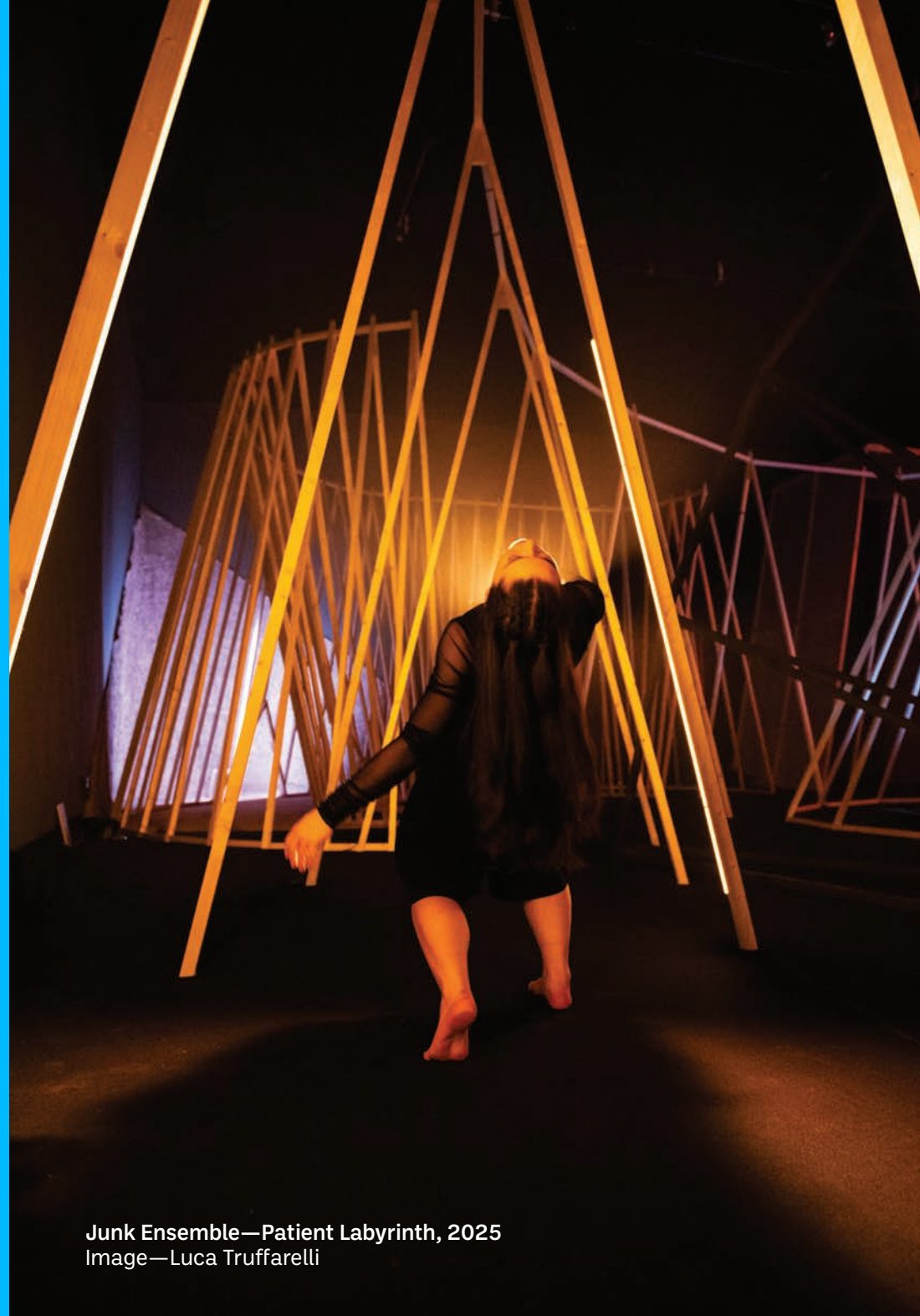
Seiko Hayase—Sun of Unfortunately, 2024
Image—Conor Keegan

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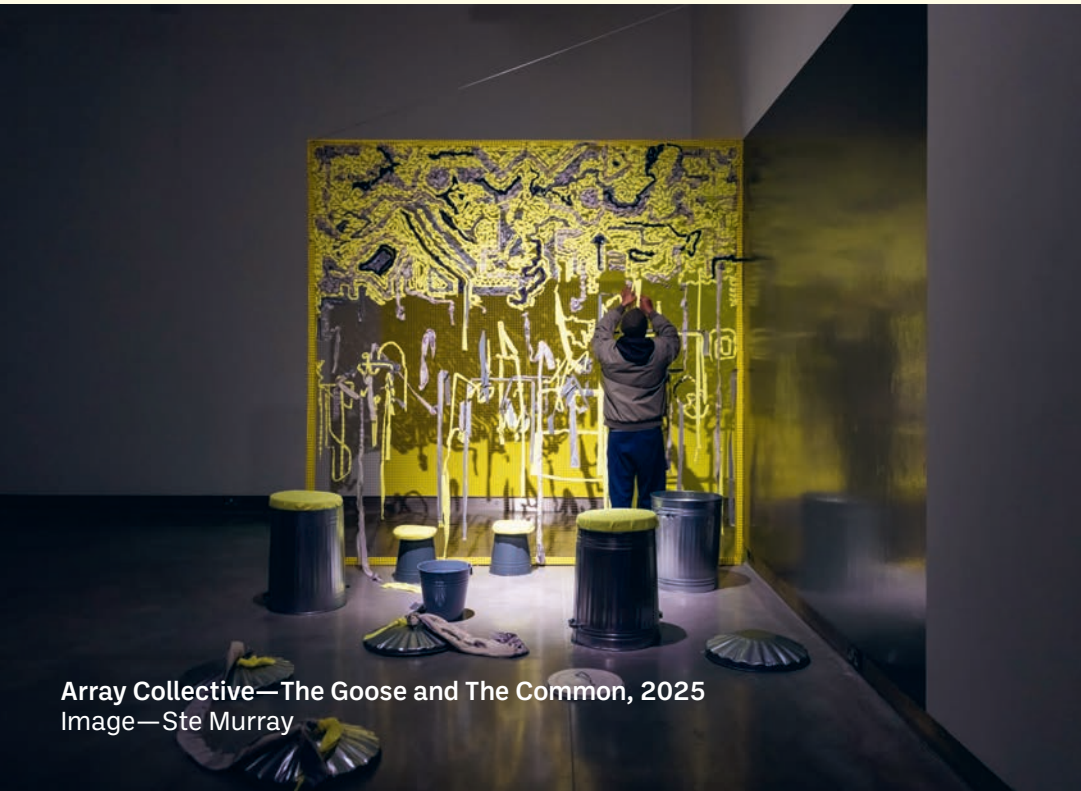


HUM —AN CENT— RED



Junk Ensemble—Patient Labyrinth, 2025
Image—Luca Truffarelli

FORE —WORD



Array Collective—The Goose and The Common, 2025
Image—Ste Murray

Rua Red is more than just a building; it is a living, breathing, evolving space rooted in our community, shaped by the people and this place. This Strategic Plan is a crucial step in articulating the vision and values that have guided us so far while setting out a bold and ambitious direction for the years ahead.

This document captures not only where we are now, but also where we want to go, a shared vision that reflects the diverse voices of our board, staff, artists, centre users, stakeholders, and community. It lays out a framework for deepening our connections locally, nationally, and internationally, and for continuing to grow as an organisation that is open, responsive, and ambitious.

We also recognise that no strategy can or should remain static or shelved. That is why we have made a firm commitment to return to this strategy every year, to reflect, review, and set out a fresh action plan that keeps it alive and relevant. By doing so, we ensure that Rua Red remains dynamic, responsive to emerging needs and opportunities.

I am deeply grateful to everyone who contributed their time, insight, and imagination to this process over the last two years, particularly Dr. Liz Hayes, whose facilitation brought clarity and vision to our journey. Together, we have created a strategy that reflects who we are today while providing space for continual reflection, critical thinking, engagement, and growth into the future.

Maoliosa Boyle
Executive Director Rua Red
South Dublin Arts Centre

I am delighted to introduce and welcome Rua Red's Strategic Plan 2026–2032, which is so much more than just a roadmap for the years ahead — it is a bold and thoughtful articulation of what it means to be a contemporary arts centre rooted in community, driven by values, and alive to possibility. Since opening in 2009, Rua Red has become a cornerstone of South Dublin County's cultural landscape as a space that supports artists and audiences, but one which also challenges us to think differently about the role of the arts in civic life. This strategy reflects that evolution and is ambitious, inclusive, and deeply grounded in the lived experience of the people of the area.

South Dublin County Council is fully committed to supporting Rua Red as it expands its facilities, deepens its engagement, and continues to deliver a programme of international excellence. We are proud to stand alongside Rua Red for this next chapter and beyond to strengthen our cultural infrastructure for generations to come. We will continue to provide resources and support capital development for additional studio space and enhanced facilities, to allow creativity to flourish and to meet the needs and ambitions of local artists and communities.

The plan's emphasis on being relevant, relatable, and radical speaks directly to the council's vision for a vibrant, equitable and connected county. Rua Red's commitment to social justice, to platforming marginalised voices, and to creating spaces where difficult but necessary conversations can take place aligns powerfully with our broader goals for community development and cultural inclusion. In a time of rapid change and growing complexity, Rua Red's ability to communicate, engage and adapt will be key to its continued success, so I am particularly heartened by the strategic focus on collaboration across disciplines, across communities, and across borders.

This strategy is a testament to the vision, energy and dedication of the Rua Red team, and to the many voices who contributed to its development. I look forward to seeing it come to life over the coming years, and to continuing our shared work in shaping a place where creativity, culture and community thrive.

Colm Ward
Chief Executive
South Dublin County Council



Morag Myerscough—A Good Night's Sleep, 2023
Image—Juliette Rowland

EN- COUNTER CULT- URE



Austin Hearne—Priory Pansy—Becoming Tallaght Performance
Art Festival 2025—Image—Fenia Kotsopoulou

INTRO— DUCTION



The Magdalene Series—They Come Then The Birds, Amanda Coogan, 2021
Image—Ciara Mc Mullan

Rua Red opened in 2009 after an investment of €10 million by South Dublin County Council. A cultural hub in the heart of Tallaght that serves all of South Dublin County, a population of over 300,000 people and one of the most diverse, vibrant, and youthful communities in the country, with 120 nationalities residing here and 52 languages spoken in homes. Rua Red offers a warm welcome to 230,000 visitors a year, to over 4,000 events, exhibitions, performances, rehearsals, classes, and workshops.

Rua Red is a space where respect, equality, diversity, inclusion, and hospitality are embedded into the core of everything we undertake and deliver. We pride ourselves on creating a warm and welcoming space for everyone who walks through our doors, be they visitor, artist, or audience member.

Our core mission is to support the creation, production and delivery of arts and cultural activity in South County Dublin, delivering relevant arts programming that challenges and engages audiences at local, national, and international levels.



Rua Red's artistic policy focuses on a high-quality programme of national and international artists whose practices are centred on a socio-political framework.

We provide a neutral space where socially and politically engaged artists are encouraged and supported to make new work. What that delivers is a challenging artistic programme of international excellence to new and existing audiences in South Dublin County and beyond. We aim to consistently bring a relevant and relatable artistic programme to our audiences.

Rua Red works closely with, and for, the people in this community to create a programme that is both accessible and meaningful to the diverse communities that we serve. As an organisation, we want to stay curious about ideas of who art is for in a changing Ireland.

230,000—VISITORS A YEAR

778—DAILY AVERAGE VISITORS

9—ARTISTS' STUDIOS

10—CREATIVE ORGANISATIONS

2—MAJOR COMMISSIONS

MAKING THE STRATEGY

In May 2023, the Board and Staff of Rua Red came together- supported and guided by consultant Dr. Liz Hayes, Corporate Community—to reflect on the organisation’s evolution and explore how to build on its passion for being a place of welcome, hospitality, and inclusion: a contemporary arts centre rooted in the community of Tallaght.

The phrase of the day, “we’re bursting at the seams”, captured the energy and ambition in the room and sparked a deep exploration of what Rua Red means to those who are part of it. We recognised that the physical building no longer fully encapsulates all that Rua Red has achieved. The organisation’s ambition has grown beyond the earlier phase of establishing itself and consolidating its approach. Rua Red has evolved into an inclusive space where high quality arts programming, artist supports, community-focused creative activities, and a commitment to engaging with complex, justice-informed work all come together, shaping every aspect of organisational life.

The two-year, strategy-making journey enabled the Board and Staff to step back, take a broader perspective, and challenge their assumptions, leading to fresh insights about what Rua Red has become and where it should focus in this next phase.

As part of this process, we engaged directly with key stakeholders and the many people who use Rua Red in different ways, meeting with individuals and groups who greatly enriched our thinking and opened up new opportunities for collaboration. Dr Hayes’ vision and forward-thinking approach shaped and guided the process, helping to articulate and voice a bold and meaningful strategy. These conversations deepened our understanding of Rua Red’s role, helping to shape a strategy that is more relevant, relatable, and radical, ambitious in its new direction. Further dialogue with members of the Board and Staff brought additional insights as new needs and opportunities emerged, even as we worked to articulate the strategy itself.



Keep Fit Tallaght: The Middle Way—Rachel Macmanus—Becoming Tallaght
Performance Art Festival 2025—Image—Fenia Kotsopoulou



Domnick Sorace—When Stars Collide, 2025
Image—Serhii Shapoval

This document sets out a framework that will continue to welcome diverse perspectives and expand Rua Red’s capacity to deepen its connections and include more voices in shaping a coherent, year-on-year workplan through to 2032. Progress toward each action will be evaluated and reviewed annually.

Each year a roadmap will be devised that enables the organisation to take affirmative, measurable steps toward each strategic action, ensuring the strategy remains dynamic, and responsive, rather than a static plan.

Our commitment to continuous reflection and engagement will amplify the role of contemporary arts in Tallaght, developing connections locally, nationally, and internationally, while ensuring that Rua Red is a vibrant and inclusive force for creativity and community.

“Rua Red stays close to individuals and communities within and beyond its location in Tallaght, South Dublin. This means that strategy conversations remain free-flowing and are characterised by a remarkable ability to explore different options and viewpoints by making sense in real time and in the midst of deciding on day to day action.

The foresight and vision of Rua Red is way more than can be summed up in a catchphrase or even a strategy. With its endless curiosity about how the arts can engage with people, place and politics, Rua Red is a thought leader in the arts and an invaluable resource to communities who refuse to tolerate injustice and want to celebrate all the creativity that abounds in such a diverse population in Tallaght and the wider south Dublin region.”

— Dr. Liz Hayes



The Magdalene Series—The Tower, Jesse Jones, 2022
Image—Ros Kavanagh

RUA RED OVERVIEW

40



The Magdalene Series—They Come Then The Birds, Amanda Coogan, 2021
Image—Ciara Mc Mullan

BURST —ING AT THE SEAMS

Events by Category	No: Events
Drama, Music & Dance Rehearsals	1,606
Art Workshops	1,059
Drama, Music & Dance Classes	791
Movement/Wellness	435
Training Workshops	336
Arts Development & Planning	142
Talks & Screenings	109
Performances	59
Other	72
Total	4,609

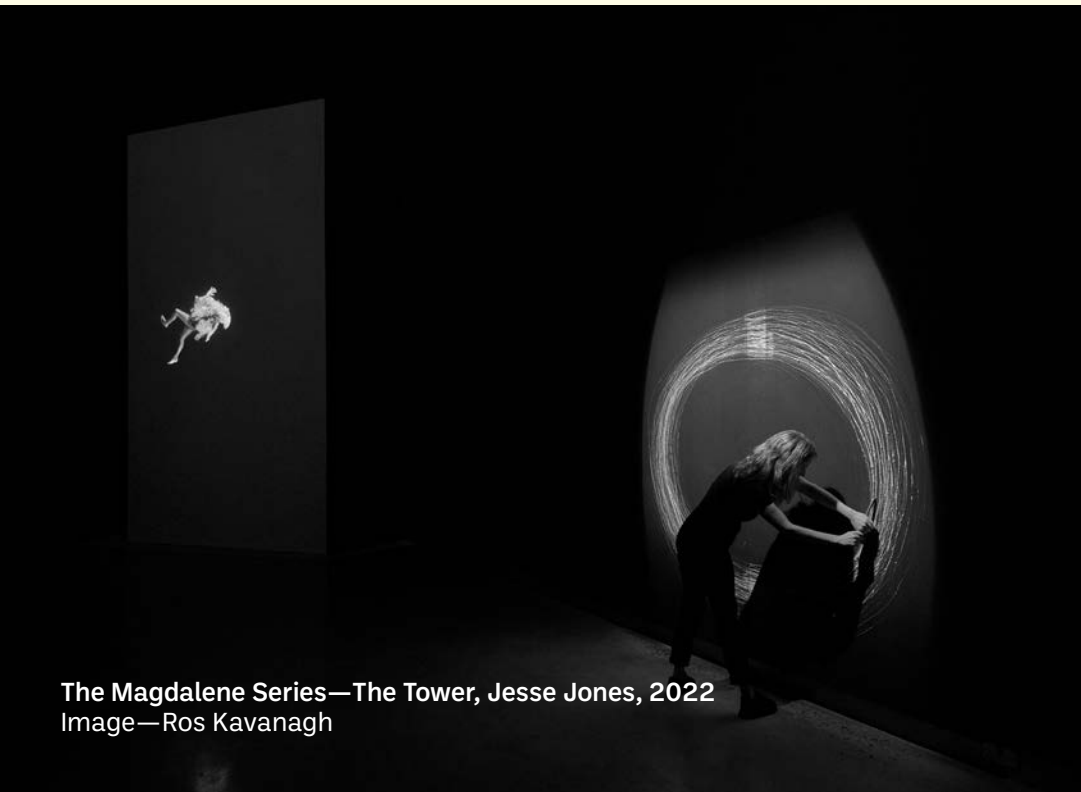
Events by Target Audience	No: Events
18 and Under	1,259
Artist/Art Professionals	1,155
Disability	665
Adult	530
General Public	441
Older People 55+	418
Specific Ethnic Community	89
Refugee	52
Total	4,609

Source—Rua Red Booking and Footfall Data 2025



Morag Myerscough—A Good Night's Sleep, 2023
Image—Juliette Rowland

RUA RED IS



The Magdalene Series—The Tower, Jesse Jones, 2022
Image—Ros Kavanagh

Rua Red remains committed to discovering and developing new connections across different disciplines and cultures and seeking out opportunities for collaboration and shared learning locally and internationally.

We are:

- **Established, embedded and embraced in the community**
- **A place where diversity is celebrated**
- **A space that supports artists at every stage of their career**
- **A resource that responds to broader social justice issues through the platforming of voices of the marginalised**
- **Connecting the local with the international bringing a renowned international programme that is relevant and relatable to our doorstep**
- **Celebrating the essence of Tallaght and South Dublin County**

The organisation's persistent interest in people, place, and politics has led to it being a space for arts and culture that is currently 'bursting at the seams' and full of ambition for the future. Now with a better capacity to get to know and reach new audiences there is a renewed commitment to a way of work that informs all its activities.

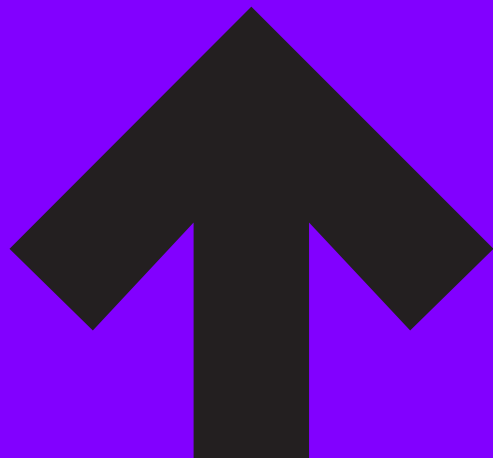
RUA RED DELIVERS



Brian Maguire—These Beautiful Men, 2026
Image—Jonathan Cummins

A welcoming neutral space:

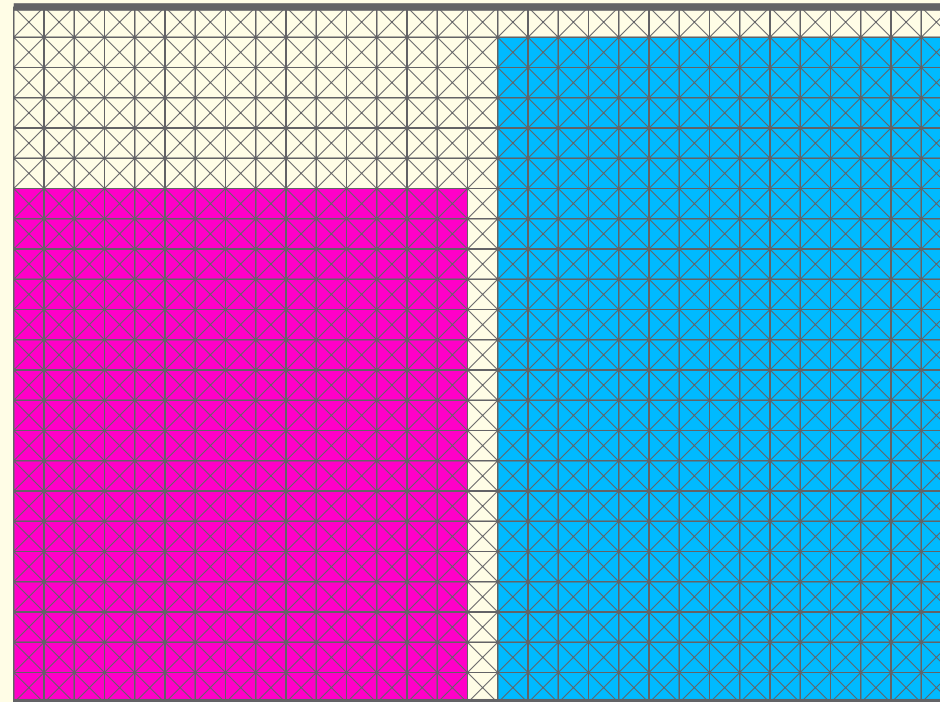
- To harness creativity
- For people to thrive and develop
- Where all ages are nurtured and supported
- Where creative synergies are in abundance
- Where difficult yet important dialogues can take place
- That responds to broader social justice issues
- Platforms the voices of people who are marginalised
- That's renowned for an international programme that is relevant and relatable to our Communities
- That embodies the energy of this place



**14%
INC—
REASE**

Footfall Q1—2025

Footfall Q1—2026



Source—Rua Red Booking and Footfall Data 2025

STRATEGIC GOALS



Pauline Cummins—Studio Artist 2023 - 2026
Image—Ala Buisir

- 01** Be a human centred organisation that welcomes everyone
- 02** Commission new work in the context of here and now
- 03** Question and re-imagine who art is for in a changing world
- 04** Provide space, support and opportunities for artists to work in a respectful and dignified environment
- 05** Learn and grow with our communities
- 06** Commit to developing and expanding the Rua Red facilities

Be a human centred organisation that welcomes everyone

- Pro-actively encourage our staff, volunteers and Board in creating welcoming spaces imbued with a healthy and kind working culture that permeates the whole organisation.
- Strengthen our team bond by investing in additional development pathways that will expand our team and reflect the diversity of our local communities.

- Devise an organisation development model and working structures so that we stay inter-connected, inter-dependent and flourish alongside our networks and communities.
- Ensure the organisation is governed responsibly, by a diverse board that stays aligned with its vision and ways of working in a complex operations environment.
- We are committed to having a Board of Trustees that brings diverse experiences and expertise to our governance.
- Bring in artist expertise to help instil artistic intervention and institutional critique into governance functions, which can often feel exclusive due to their bureaucratic nature.
- Use our voice as a publicly funded arts centre to facilitate an inclusive approach that better supports interdisciplinary, intercultural collaboration within the arts.



Commission new work in the context of here and now

- Commission and support the production of new work by national and international artists that is made in the context of here.
- Be responsive and alert to our ever-changing population, especially as impacted by economic and social deprivation, oppression, war, climate change, patriarchal systems, and changing geo-political worlds.

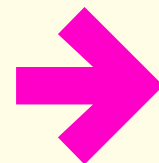
- Facilitate a network of artists, community, and audience interactions to make and engage with art that is relevant and responsive in an everchanging context.
- Develop substantial and sustained residency experiences so that artists are embedded within our communities and can respond in an authentic way.
- Continue to invest in a long-term development approach with artists from a place of trust and deep connection.
- Support artists living in Ireland to produce and present new work.



Question and reimagine who art is for in a changing world

- Continue to lead, innovate, and work with partners to broaden, deepen and diversify audiences, and create many ways to engage with the arts.
- Listen to our communities and ensure that their voice remains at the centre of all programming and activities as we continue to advocate for a rights-based approach to participation in arts and culture.

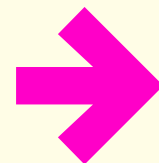
- Conduct in-depth audience research in collaboration with South Dublin County Council to enhance existing data and inform new audience development strategies.
- Consolidate our progress towards greater cultural diversity and empowerment through values-driven, targeted work with marginalised and less often heard communities.
- Interrogate our role and better understand the risks associated with convening challenging conversations and creating neutral spaces for open dialogue in an arts context.
- Place our ethos of welcome and inclusion at the centre of our ways of working as we evolve our role in co-curating public spaces that celebrate our diverse communities in Tallaght and South Dublin.



Provide space, support and opportunities for artists to work in a respectful and dignified environment

- Take time to critically reflect on our own systems, practices, and potential biases as we host and develop emerging networks and collectives of artists and cultural workers.
- Affirm our ongoing commitment to sustaining a respectful, inclusive, and dignified workplace, embedding the values of the Safe to Create Code of Behaviour.

- Support artists at every stage of their career through the implementation of an artists' fair pay policy, which is central to ensuring sustainable careers in the arts and supporting a more diverse and equal arts sector.
- Collaborate with 3rd level education providers to deliver accredited education and professional practice opportunities towards a career in the arts.
- Create an artist peer support network that's open to artists and students, focussed on developing work in an inter-disciplinary context.
- Expand the provision of artists' studio space and accommodation adjacent to Rua Red and across the county and create better conditions for artwork to be made in Ireland.



Learn and grow with our communities

- Listen and learn from our communities and encourage dialogue around the traditional rules and conventions that exclude people from engaging with the arts.
- Consolidate our progress towards greater cultural diversity and empowerment as we further develop our community bridge building role in the next 6 years.

- Contribute to the cultural, social, and economic life of Tallaght and surrounding communities by co-operating with our immediate civic and cultural amenity providers in the development of relevant arts and culture content that will enhance the new Parthalán Place.
- Expand our Education and Outreach Programme by deepening partnerships with schools and ongoing collaborations and targeted initiatives such as with the Arts Councils Creative Schools Initiative and the Creative Ireland Schools Programme.
- Advocate for the inclusion of arts and culture and ensure that the voice of the artist is fully integrated in all local and regional development strategies (community, economic, tourism, planning, and health and well-being).
- Maximise the potential for cross-disciplinary working with cultural organisations and artists, both within the building and wider cultural circle.



Commit to developing and expanding the Rua Red facilities

- Continue be a vibrant, welcoming public space for arts and community-based organisations and people who want to spend time in Rua Red.
- Stay agile and responsive to new opportunities as we continue to engage and partner with a broad range of agencies, including South Dublin County Council, the Arts Council, other arts and cultural providers, national government, and philanthropic entities.

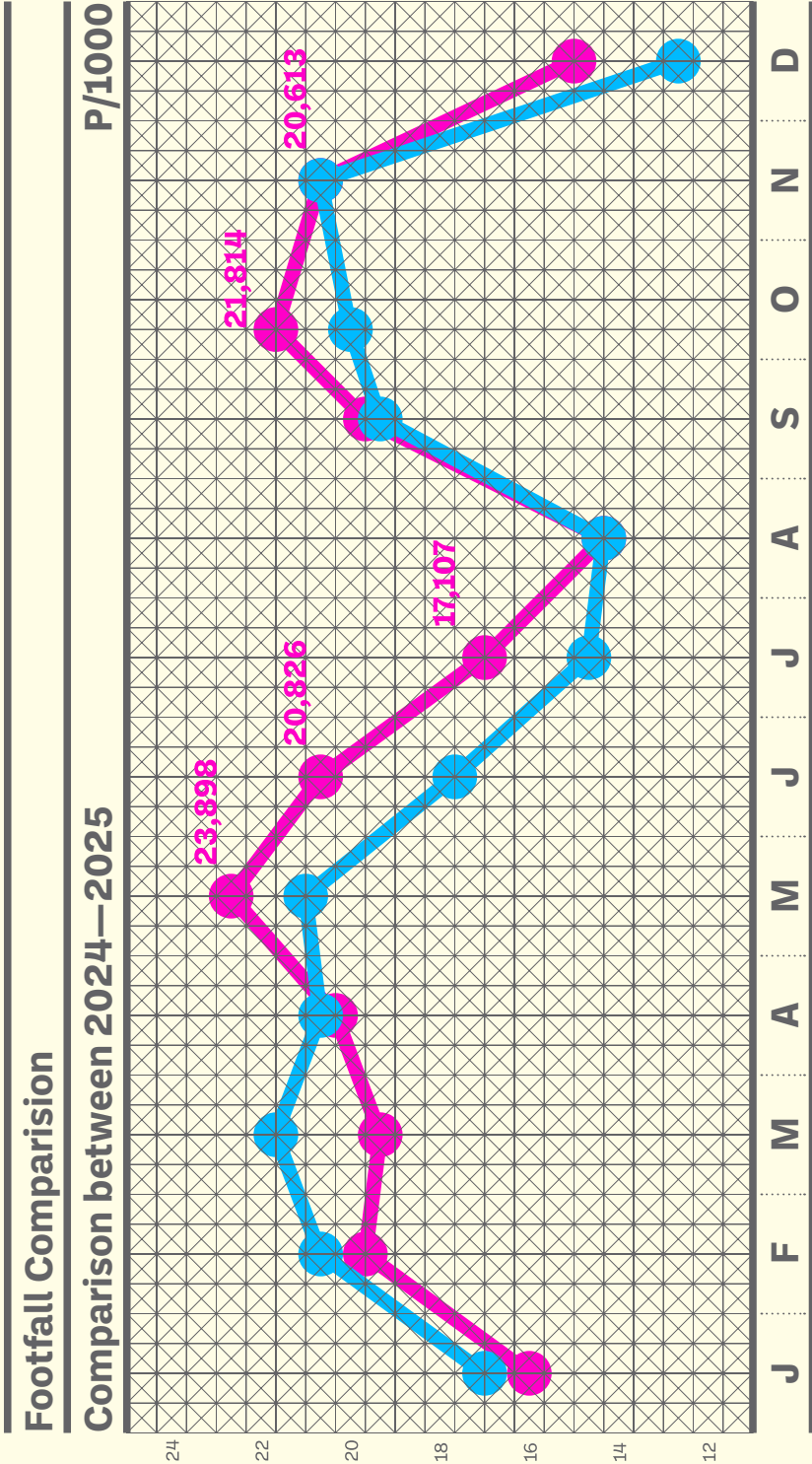
- Collaborate with South Dublin County Council on the development and delivery of the arts infrastructure in the County.
- Expand footprint of Rua Red's Studio and Accommodation programme in the Central Tallaght locality and beyond.
- Re-imagine ways to create additional arts and cultural spaces, assessing the potential for growth beyond the current facilities.
- Invest in reducing our carbon footprint as we develop and implement a sustainability and public access strategy in collaboration with South Dublin County Council.



Fiona Whelan—Studio Artist 2022 - 2025—Detail from The River, 2025
Image—Ala Buisir

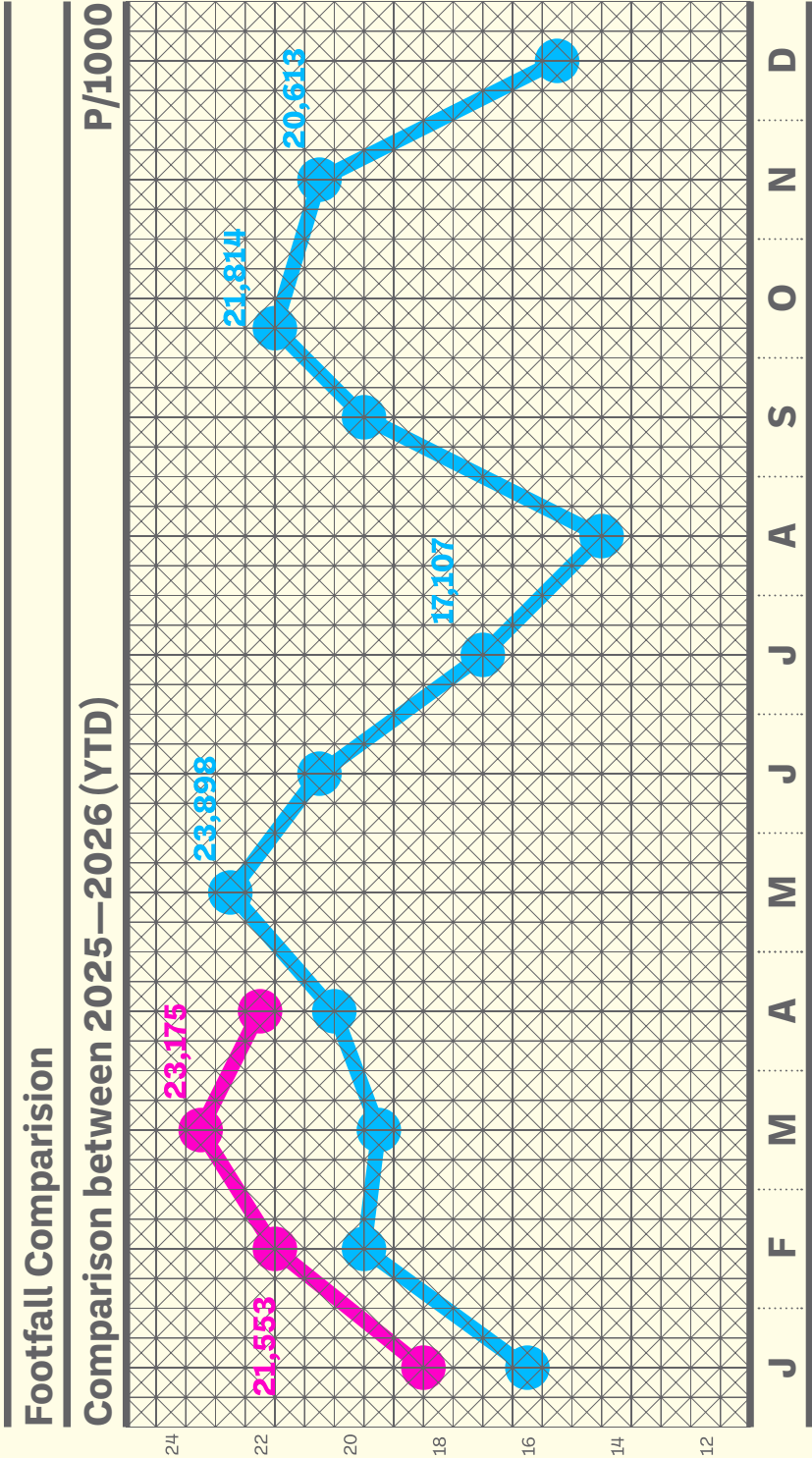
YEAR ON YEAR GROWTH

Monthly Footfall	2024	2025
January	17,110	16,164
February	20,635	19,588
March	21,779	19,545
April	20,918	20,252
May	21,113	23,898
June	17,799	20,826
July	14,620	17,107
August	14,461	14,307
September	19,537	19,896
October	20,153	21,814
November	20,810	20,613
December	12,980	15,331
Total	221,915	229,341



YEAR ON YEAR GROWTH

Monthly Footfall	2025	2026
January	16,164	18,177
February	19,588	21,553
March	19,545	23,175
April	20,252	22,086
May	23,898	
June	20,826	
July	17,107	
August	14,307	
September	19,896	
October	21,814	
November	20,613	
December	15,331	
Total	229,341	—





The Magdalene Series—A Mary Magdalene Experience, Grace Days 2022
Image—Ros Kavanagh

A Living Strategy

Rua Red's strategy frames our role as a relevant, relatable and radical contemporary arts centre that is directly informed by its location in Tallaght and its position as being an integral part of the wider cultural infrastructure in South Dublin County. Our collaborations and networks are continually evolving locally, nationally, and internationally as we remain centred around our core interest in people, place, and politics. We stay alert and responsive to changing needs, remaining curious about how best to diversify and sustain collaborations, and actively promote the value of arts and cultural activities.

Strategy making over the last two years means our work is now at a juncture where we are confident in our capacity to make connections and see the bigger picture of what's become possible. We want to continue to engage in a dialogue-based approach, as we implement our strategic goals and priorities. We invite comment and reflection in open conversations about the outcome of our work across the organisation.

We will do this by:

- Using the strategy as a framework for planning, delivering, adapting our work to our context and environment.
- Creating space for discussion and inviting feedback from Board, Staff, key collaborators, and stakeholders
Reviewing the strategy and prioritising our work year on year to take affirmative, measurable steps toward each strategic action.
- Publishing an annual strategic overview and update on our learnings, our role and work as a contemporary arts centre grounded in its community.

Strategic Implementation Plan 2026

Progress toward each action will be evaluated and reviewed annually. Each year a roadmap will be devised that enables the organisation to take affirmative, measurable steps toward each strategic action and will be adopted formally as part of the organisation's AGM.

Strategic Action	Task	Timing
Be a human centred organisation that welcomes everyone.	Review and revision of organisational structure, roles, and governance in a series of board and senior executive organisational development sessions.	Q4 2025
	Ensure board ownership of the gender equality and diversity policy by placing it as an agenda item at every board meeting.	Ongoing
Commission art in the context of here and now.	Support two substantial residencies that embed artists in marginalised or less well served communities: Brian Maguire— Crooksling IPS Centre Orla Barry—South Dublin County Rural Farming Community.	Q4 2025 — Q2 2026 Q1 2026 — Q3 2026
	Form a Curatorial Advisory Group to bring forward new ideas and collaborations, that are responsive to shifting social and political concerns.	Q1 2026
	Further develop Rua Red's network of artists and collaborators through two residencies, two major commissions of new work, and build international partnerships toward one EU project (Performance Arts) and one organisational partnership (Irish Art Centre NYC).	Q1—4 2026

Strategic Action	Task	Timing
Question and reimagine who art is for in a changing world.	Review and analyse existing audience data and assumptions. Identify and address gaps in organisational knowledge.	Q1 2026
	Develop the role of the Artists Intercultural Network Coordinator; listen, learn from, and build relationships with a diversity of communities.	Ongoing
	Hold a symposium focused on intercultural arts development.	Q4 2026
	Positioning piece exploring current issues around the nature, challenges, and impact of socially aware, multi-disciplinary and interactive arts programming.	Q4 2026
	Support 4 Traveller Artist Residencies, 2 Visual Artist Community Residencies, 1 Writer Residency, and 1 Dancer in Residence.	Q1—4 2026
	Deliver accredited learning programmes for artists and arts workers in partnership with Creative Futures Academy.	Q1 & Q4 2026

Strategic Action	Task	Timing
Learn and grow with our communities.	Collaborate with SDCC, Civic Theatre, and South Dublin Libraries to jointly deliver a yearlong programme for the local community in Parthalán Place.	Q1—4 2026
	Increase our reach and engagement with schools in the county.	Q1—4 2026
We commit to developing and expanding the Rua Red facilities.	Expanded studio provision with the aim of creating 10 new studio spaces in 2026 in partnership with SDCC.	Q1—4 2026



Rua Red Windows, 2024
Image—Ros Kavanagh

Acknowledgements

This strategy grew out of many conversations, interviews, and facilitated sessions led by consultant Dr. Liz Hayes. Special thanks to Dr. Hayes for her expert guidance, sensitive insight and vision.

Thanks to Rua Red Staff: Maolíosa Boyle, Joyce Dunne, Jordan Van Staden, Hugh McCarthy, Siobhán NicChumhaill, Anna Douglas, Mollie Donnegan, Ethan Soost, Fiona Gordon, Steph Saidha, Subhashini Goda, Bronagh Donaghey, and Sarah Edwards. Thanks also to previous staff that contributed so much to the formation of this plan: Órla McGovern, Kimberly Griffith Walsh, Natalia Campos, Madalyn Mooney, Diana Bamimeke, and Laura O'Reardon.

Thanks to our Board of Directors for their unwavering support: Louise Dunne, Anne Lynch, Paul Fusco, Dean Donnelly, Tuyen Tran, Emma Kennedy, Fionnghuala Ryan, and Ponmile Olaleye. And to recent board members that also took part in the planning and development of the strategy: Lian Bell, Gus O'Connell, Alan Edge, Freda Manweiler, and Teresa Costello.

Individual interviews: Sinead McDonald (Professional Artist/TUD Lecturer), Brian Hand (Professional Artist/ Head of Sculpture and Expanded Practice NCAD), Orla Scannell (SDCC Arts Officer), Nessa Coffey (Parent/Centre User), Tony Fegan (Creative Producer), Francesca LaMorgia (Founding Director Mother Tongues)

Key Stakeholders: Colm Ward (SDCC Chief Executive), Lorna Maxwell (SDCC Director of Community), Jason Frehill (SDCC Director of Economic Development), Michael Barker Caven (Head of Arts Centres, The Arts Council), Katie Walsh (Arts Centres Officer, The Arts Council)

Current Creative Residents and Studio Artists: Alternative Entertainments, Creative Connections, Tallaght Community Arts, Mother Tongues, CONTACT Studio, Garbo Productions, Gorm Media, Music Generation South Dublin, SoFFt Productions, Elton Mullally, Michelle Browne, Pauline Cummins, Cecilia Bullo, Joan Somers Donnelly, Grainne O'Carroll, Monika Crowley, and Michael Dignam



Mariya Hoyin—Chariot of Fire, Becoming Tallaght Performance
Art Festival 2025—Image—Fenia Kotsopoulou

301,075—PEOPLE

64%—UNDER 45

52—LANGUAGES

120—NATIONALITIES

76,623—FAMILIES

Brognon Rollin—Templates of Chance, 2024
Production shots—Eamonn Murphy





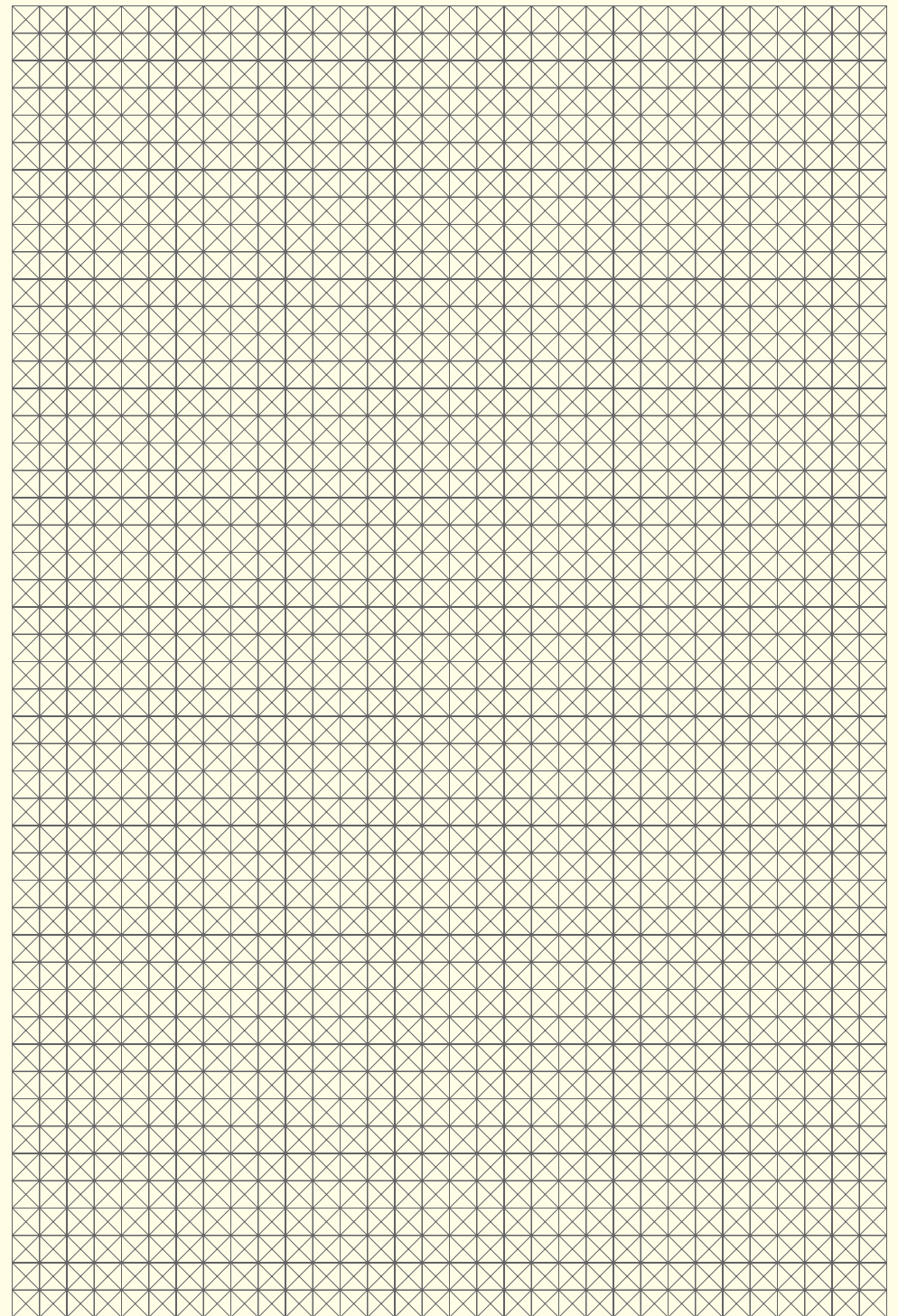
Brognon Rollin—Templates of Chance, 2024
Production shots—Eamonn Murphy



Sinead O'Donnell—Tongue Mouthed—Uprooting Tallaght Performance
Art Festival 2023—Image—Juliette Rowland

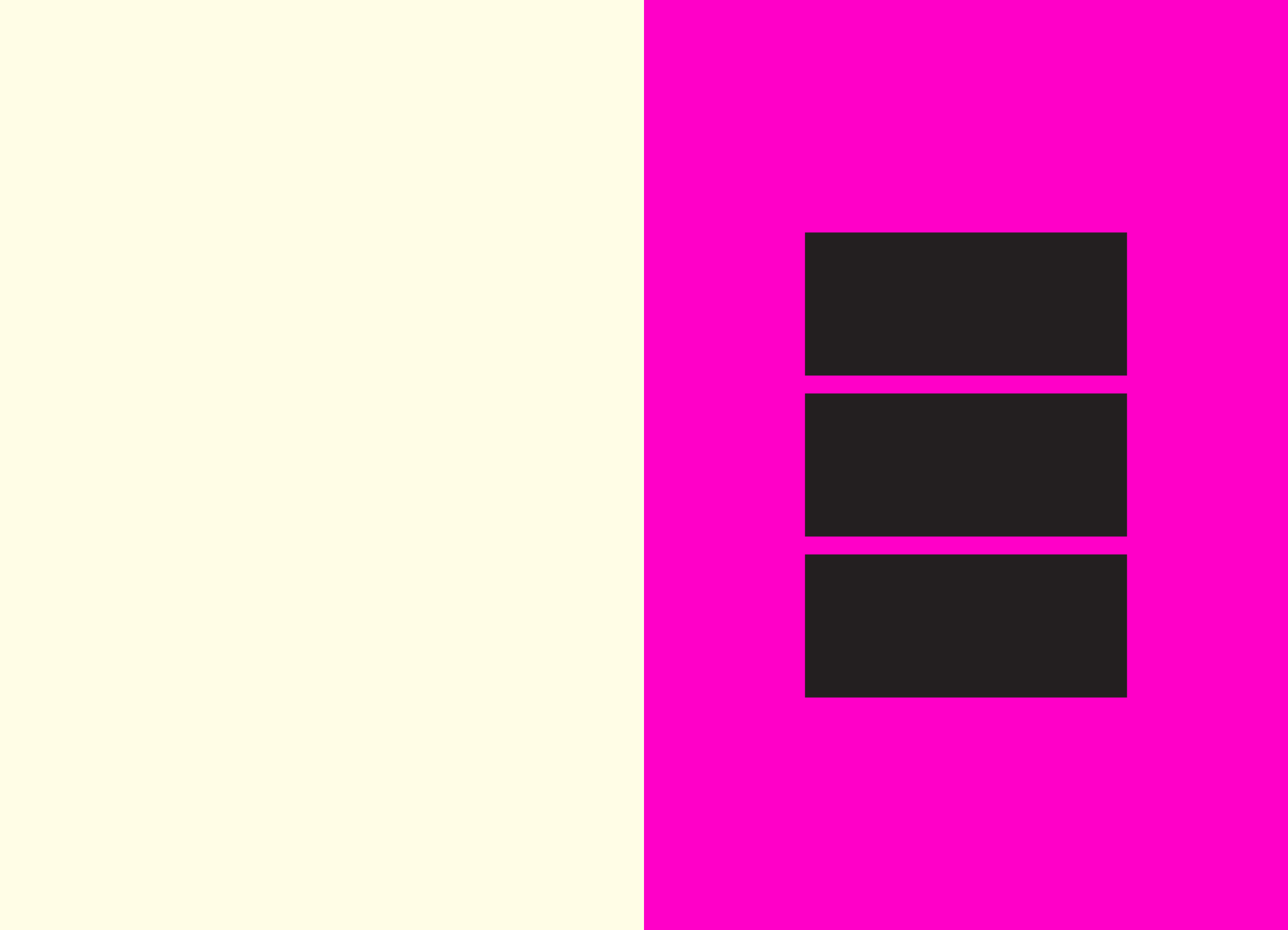


El Putnam—Hot Air—Becoming Tallaght Performance
Art Festival 2025—Image—Fenia Kotsopoulou





Shiro Masuyama—Borderline Project—Becoming Tallaght
Performance Art Festival 2025—Image—Fenia Kotsopoulou



**TO BE
YOUR—
SELF**

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