



Hawk's Well Theatre

Strategic Plan 2019 - 2021

“To produce and present imaginative, inspiring and engaging performances, and to embrace the vibrant culture and communities of Sligo and beyond, by providing a creative space that fosters performance, collaboration and excellence.”

Update: Dec 16, 2020



Hawk's Well Theatre Strategic Plan

Hawk's Well Theatre exists because the people of Sligo dared to dream.

In the lead-up to its 40th anniversary in 2022, we set out our ambitions for a period of renewal which will deliver a transformed space fit for our 21st century vision. The renewal is not just about the building. It is about reinvigorating our purpose and our people to bring a freshness to our approach. It is about making the most of a once-in-a-generation opportunity and preparing for an extraordinary future.

This plan will guide us through the next three years as a dynamic, evolving company and theatre, vitally connected to our diverse community. We look forward to working with the community to implement this vision, for the benefit of the many people who hold the Hawk's Well Theatre so close to their hearts and for the many more who will join our community in the coming years.

We will dare to dream, dare to expand horizons and dare to reach for the extraordinary.

Marie O Byrne

Director

September 14, 2019



Two Strategic Planning Horizons

Hawk's Well 40



Horizon: 2019 - 2022
Published: September 2019

Mid term plan to cover period up to the theatre's 40th year anniversary and completion of planned renovations.

40 Years • 40 Initiatives • Renovation

Hawk's Well 50



Horizon: 2022 - 2032
Published: September 2021

Long term plan developed during renovation shut down period in 2021 plotting ambitious course up to 50th year anniversary.

50 Years • 10 year horizon • Transformation

Hawk's Well 40



THEATRE OF THE PEOPLE

Uniquely connected artist, audience and staff team

Goal #1: Engage community in Hawk's Well 40 / 50

Publish core strategic plan and encourage input from all

Goal #2: Increase diversity

Broaden the reach of what is presented, by whom and to whom

Goal #3: Inspired & empowered theatre team

Inspired energetic team empowered to deliver HW40/50 strategy

Extraordinary Artistic Experiences

EXTRAORDINARY ARTISTIC EXPERIENCES

Shaping the cultural landscape in Sligo and beyond

Goal #4: Local & national impact

A theatre that invigorates the arts landscape; city, county and country wide

Goal #5: Commissioner of original artistic work

Ambitious new work premiered to the world via local artists

Goal #6: Incubator for new work

A supportive space for artists to develop new ideas

Theatre Of The People

Transformed Space For All

TRANSFORMED SPACE FOR ALL

An eco-friendly, fully accessible theatre

Goal #7: Complete renovation on time

A modernised theatre with upgraded audience, artist and staff facilities in time for 40th anniversary

Goal #8: Improve accessibility of theatre

An equal experience for all who visit

Goal #9: Begin journey to more sustainable practice

Become a leader in our community in sustainability



Theatre of the People

GOAL #1: ENGAGE COMMUNITY IN HAWK'S WELL 40|50 PROJECTS

Key Actions

- **Publish** - Display HW40 strategy in foyer with ideas box inviting improvement suggestions, by October 2019 – [foyer board to be installed](#)
 - **Disseminate** – Share strategy online, create idea box email to encourage feedback, by October 2019
 - **Stakeholders** – Introduce HW40 to key stakeholders with a view to future collaboration, by March 2020
 - **Project Plan 50** - Develop holistic project plan for creation of highly ambitious HW 50 strategy, by Spring - Summer 2022
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GOAL #2: INCREASE DIVERSITY

Key Actions:

- **Learn** - Learn from the best. Engage with peer Arts groups nationally to identify best practices, by June 2020
 - **Training** - Appoint Hawk's Well diversity team and equip staff with awareness training and tools, January 2021
 - **Plan** – Create and implement a diversity plan with defined remit and goals, December 2021
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GOAL #3: INSPIRED AND EMPOWERED STAFF TEAM

Key Actions:

- **Ownership** - Engage Hawk's Well Theatre staff as owners of HW40 | HW 50 strategic journey, by September 2019
 - **Creativity** – Ensure our people's talent, capabilities and creative passions are actively nurtured and supported
 - **Organisation** – Build towards a sustainable working model that maximizes the effectiveness of the organisation, July 2021
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Extraordinary Artistic Experiences

GOAL #4: LOCAL AND NATIONAL IMPACT

Key Actions:

- **Platforms** - Define a strategy for experiencing the Hawk's Well beyond the physical building, Apr 2021
 - **Promoters** – Broaden our connections with national and international promoters, Oct 2020
 - **Legacy** – Lead the way in how locally-created theatre is supported, developed, produced and presented
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GOAL #5: COMMISSIONER OF ORIGINAL ARTISTIC WORK

Key Actions:

- **'Constance'** - Develop an original production about Constance de Markievicz to premiere in 2019 with the potential to tour in 2020
 - **Theatre** - Create a new words and movement production for 2020 – [Moved to 2021](#)
 - **New Work** - Commission new original production for reopening of theatre in 2021 – [Moved to 2022](#)
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GOAL #6: INCUBATOR FOR NEW WORK

Key Actions:

- **Residency** - Improve residency offering with targeted approach to established and emerging artists, August 2020
 - **Connectivity** - Enhance long term relationships with community artists through increased access to support
 - **Awareness** – Make artistic community better aware of our support programmes, July 2020
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Transformed Space For All

GOAL #7: COMPLETE RENOVATION ON TIME

Key Actions:

- **Architect** - Award design project to successful tender applicant, Sep 2019
 - **Design** - Finalise design for all spaces, get planning permission and select construction team, Nov 2020 – [Moved to 2021](#)
 - **Build** - Complete construction by reopening date in September 2021 – [Moved to 2022](#)
 - **Fund** - Achieve required level of funding to deliver a world class theatre.
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GOAL #8: IMPROVE ACCESSIBILITY OF THEATRE

Key Actions:

- **Consult** - Engage cultural council in plans to create an accessible theatre for all, Dec 2019
 - **Entrance** - New design developed to create street level entrance for all, June 2020 – [Moved to 2021](#)
 - **Experience** - An equal experience for all from arrival to departure, Sep 2021 – [Moved to 2022](#)
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GOAL #9: BEGIN JOURNEY TO A MORE SUSTAINABLE PRACTICE

Key Actions

- **Expert** - Engage an in-house team supported by external expertise to recommend improvement plan, Sep 2019: [RE-POPULATE TEAM for 2021. Work with Caitriona and possibly IT guy to create/implement plan.](#)
 - **Project** - Work with design team and contractors to maximize environmentally sustainable approach, Dec 2020 – [Moved to 2021](#)
 - **Waste** - Reduce waste by 50% by end 2021
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Covid-19 Implications

Theatre
Of The
People

Extraordinary
Artistic
Experiences

Transformed
Space
For All

STRATEGIC GOALS AND ACTIONS TAKEN

Responding to the implications of Covid-19

1. Redefine artist engagement (online performance projects, commissions, residency artists)
2. Maintain local, national and international audiences through online platforms (online engagement, participatory projects)
3. Engage with peers to learn how to navigate through this time
4. Create Hawks Well Theatre Artist fund
5. Secure theatre continuity through strict cash flow management
6. Maximize available government support
7. Develop Covid Safety plan to ensure staff and audiences can return safely
8. Plan soft opening through Safe and Sound Foyer gigs by August 14
9. Plan full opening including auditorium events, assuming 1m distancing, by September 18
10. Deep-clean, renovate & renew the building to ensure staff & audience confidence in returning
11. Repurpose areas of the building to ensure COVID 19 safety protocols are adhered to
12. Make local artists aware of Covid recovery supports, additional funding and bursary opportunities available locally and nationally
13. Re-imagine spaces - making and presenting work in a time of social distancing
14. Learn during Covid what content delivery platforms will be most effective during renovation closure



Delivering The Strategy

THEATRE OF THE PEOPLE			
ACTION	WHO	DUE	+/-
1.1 Publish	NG	Oct 19	Complete
1.2 Disseminate	MMG/DM	Mar 20	Complete
1.2 Stakeholders	MOB/MMG	Mar 20	Complete
1.3 Plan 50	MOB/Board	Jun 20	Yet to start
2.1 Learn	JP/MOB	Jan 20	Yet to start
2.2 Training	JP	Jan 20	Progressing
2.3 Plan	JP	Jun 20	Yet to start
3.1 Ownership	MOB	Sep 19	Complete
3.2 Creativity	MOB	Jan 20	Progressing
3.3 Organisation	MOB	Jun 20	Progressing

EXTRAORDINARY ARTISTIC EXPERIENCES			
ACTION	WHO	DUE	+/-
4.1 Platforms	DM	Oct 19	Complete
4.2 Promoters	MOB	Mar 20	Progressing
4.3 Legacy	MOB/MMG	Jun 20	Progressing
5.1 Constance	MOB	Jan 20	Complete
5.2 Dance	MOB	Jan 20	Progressing
5.3 New Work	MOB/MMG	Jun 20	Yet to start
6.1 Residency	MOB/MMG	Sep 19	Complete
6.2 Connectivity	MOB	2020	Progressing
6.3 Awareness	MMG	2021	Progressing

TRANSFORMED SPACE FOR ALL			
ACTION	WHO	DUE	+/-
7.1 Architect	Board	Sep 19	Complete
7.2 Design	Design Team	Nov 20	Yet to start
7.3 Build	Design Team	Sep 21	Yet to start
7.4 Fund	MOB/JP	Sep 21	Progressing
8.1 Consult	JP/MMG	Mar 20	Progressing
8.2 Entrance	Design Team	Sep 21	Yet to start
8.3 Experience	JP/Design Team	Sep 21	Progressing
9.1 Expert	NG/AL	Mar 20	Complete
9.2 Project	Design Team	Mar 20	Yet to start
9.3 Waste	NG/AL	Nov 20	Progressing

Status: Dec 16, 2020





Version History

- **27/07/2020** – V5: Covid Implications Added
 - **16/12/2020** – V6: Timelines and Progress Updated
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