



Hawk's Well Theatre

Strategic Plan 2022 – 2027

“To produce and present inspiring, innovative and engaging performances and embrace the vibrant culture in Sligo by providing a welcoming, creative space for performance, collaboration, artistic development and learning”

19 March, 2022



Welcome

Hawk's Well...The People's Theatre

Borne from Sligo people's vision for a local theatre, we are proud that the Hawk's Well, in its 40th year, still very much belongs to its community.

As its current custodians, we dream about the theatre's endless potential to impact and transform local peoples' lives. We believe passionately that the arts are for all and in this plan we set out our ambitions to reach further and deeper into our locality to unlock new opportunities for artistic creation and to represent more of the diverse communities that call Sligo home.

Having made it through these past two years, we are mindful that our future is no longer tied to a physical place and now, more than ever before, we feel a responsibility to showcase and celebrate the remarkable creativity of our local artists on a world stage.

In this, our decade of renewal, we have promised our greatest asset, our people, a better future. We will lead with conviction, we will build our resilience, we will be brave and we will look forward to bringing you on this journey with us.

The possibilities are endless and we are excited to explore

Marie O Byrne
Director
February 16, 2022



Hawk's Well Strategic Framework

MISSION

To produce and present inspiring, innovative and engaging performances and embrace the vibrant culture in Sligo by providing a welcoming, creative space for performance, collaboration, artistic development and learning

PURPOSE

Inspiring

To provide a welcoming, friendly venue for the community of Sligo and the North West which gives artistic opportunities to performers in the community and to inspire people of all ages to engage with the Arts.

Creating

To produce and co-produce exciting new work by emerging and established artists and to support their development.

Entertaining

To present an artistic and vibrant programme with the best in contemporary and classical work across various art forms.

VALUES

For Everyone

Enrich the lives of our constantly evolving community by connecting people of all ages, backgrounds and abilities to participate in the arts as audiences, as performers, as learners and as critics.

Excellence

Work with courage and conviction to achieve our strategy

Creativity

Embody creativity in all that we do

Collaboration

Actively seek out, embrace and nurture connection, partnerships and inclusivity with integrity.

Bold and Forward Thinking

Use our imagination and sense of adventure to stay one idea ahead.

STRATEGIC PRIORITIES

Local Artists • Local Community

A series of initiatives to encourage new local voices and new work finding innovative ways to connect to local audiences in all their diversity. This local focus will also support greater arts participation by our community. Together transforming people's lives through the arts

Global Audience • New Connections

The world continues to get smaller. We will define a progressive plan that will help provide a platform to the world for our work that showcases local artists.

Renewed Space • Creative Resilience

A well-resourced team at the centre of our new space driving a progressive agenda, placing the Hawks Well at the centre of community creativity



Three Strategic Planning Horizons

Hawk's Well 40



Horizon: 2019-2021
Published: September 2019

Theatre of the people, Extraordinary Artistic Experiences, Transformed Space for all.

40 Years • Renovation

Hawk's Well 45



Horizon: 2022-2027
Published: April 2022

Local Artists • Local Community, Global Audience • New Connections, Renewed Space • Creative Resilience.

45 Years • Rejuvenation

Hawk's Well 50



Horizon: 2028-2032
Publish: 2027

Updated plan at cutting edge of innovation and ambition for our artists, audience and community.


50 Years • Transformation



HW45 Development Process

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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

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

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

Our HW40 Strategic Plan was issued in September 2019. It focused on three main pillars: Theatre of the People, Extraordinary Artistic Experiences and a Transformed Space for all.

Over the past months we have been working with Hawks Well team and key stakeholders in the local Arts Community to help shape the next horizon of our Hawk's Well strategy HW45. It drives strategic continuity with our current strategy but amplifies some of the key learnings and opportunities discovered during the past two years' pandemic.

This strategy focuses on the next five years, 2022 – 2027. We will refer to it as HW45.



HW45 Overview

LOCAL ARTISTS • LOCAL COMMUNITY

Transforming people's lives through the Arts

Goal #1: Champion Local Artists

New voices. New work.

Goal #2: A Theatre of the People

Placing our community at the heart of our activity

Goal #3: Pathway to the Arts

Enable access to arts participation for all by ensuring culture belongs to everyone in our community.



GLOBAL AUDIENCE • NEW CONNECTIONS

A platform to the world for local artists

Goal #4: Grow our Audiences

Improve our audience engagement model through existing and new emerging channels.

Goal #5: Amplify Impact of Local Artists

Showcase our locally created work in Ireland and beyond.

Goal #6: Develop Strategic Marketing Plan

Define current and future audiences and how best to connect them with our work



RENEWED SPACE • CREATIVE RESILIENCE

Renewal for all as we look to the future

Goal #7: An Inspiring Place to Work

Align strategy and organisation model to inspire success

Goal #8: An Evolving Creative Hub

Renew and future proof our workspace positioning it as a progressive centre of community creativity.

Goal #9: Help Shape a better Future

Be innovative and agile in our changing environment and industry



Local Artists • Local Community

GOAL #1: CHAMPION LOCAL ARTISTS

Top Three Actions

- **Identify** – Continually seek out emerging and established artists to collaborate with.
 - **Commission** – Create ambitious opportunities for artist led collaborations including Theatre Reopening Festival in 2023
 - **Support** – Be an incubator and enabler of artistic development by partnering and supporting our diverse local arts community
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GOAL #2: A THEATRE OF THE PEOPLE

Top Three Actions:

- **Welcome** – Deliver an outstanding and consistent customer experience for all who engage with us
 - **Inclusion** – Prioritise inclusion, establishing a framework for wider engagement with new audience groups
 - **Policy** – Update our Equality, Diversity & Inclusion policy and create and implement an EDI action plan
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GOAL #3: PATHWAY TO THE ARTS

Top Three Actions:

- **Analysis** – Survey community to understand how people feel about arts participation and implement action plan based on findings
 - **Community** – Create collaborative opportunities for an artistically active and connected community
 - **Access** – New Arts Access Programme to encourage our whole community to experience culture, participate in it, create it, and see their lives transformed by it
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Global Audience • New Connections

GOAL #4: GROW OUR AUDIENCES

Top Three Actions:

- **Live** – Reconnect with new and existing live audiences in an imaginative way
 - **Impact** – Showcase Hawk’s Well productions to global audiences in most innovative way possible
 - **Technology** – Action plan to maximize today’s possibilities and get ready for tomorrow (example Virtual / Augmented Reality)
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GOAL #5: AMPLIFY IMPACT OF LOCAL ARTISTS

Top Three Actions:

- **Social** – Build plan to market Hawk’s Well productions beyond Sligo, harnessing local connections within a global context
 - **Profile** – Advance the profile of local artists through far reaching promotion and marketing of our work
 - **Collaboration** - Nurture an ambitious development of borderless artist-led collaborations
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GOAL #6: DEVELOP STRATEGIC MARKETING PLAN

Top Three Actions:

- **Today** – Analyze current audience data
 - **Survey** – Survey our audience on future wishes and feelings about Hawk’s Well to help inform HW45.
 - **Brand** – Develop Hawk’s Well brand strategy as part of strategic marketing plan
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Renewed Space • Creative Resilience

GOAL #7: AN INSPIRING PLACE TO WORK

Top Three Actions:

- **Vision** – Align practices with “best place to work” in other small businesses
 - **Roles** – Resource and organize team to deliver strategy and day to day execution within workload norms.
 - **Team** – Staff encouraged to fulfill own creative passion through community collaboration projects
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GOAL #8: AN EVOLVING CREATIVE HUB

Top Three Actions:

- **New** – Develop Launch Plan for our newly renovated space and its role as Sligo’s innovative creative hub
 - **Works** – Develop € breakeven plan for how Hawk’s Well will operate while building closed for capital building works
 - **Evolve** – Continuous renewal plan to maintain theatre at cutting edge of innovation
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GOAL #9: HELP SHAPE A BETTER FUTURE

Top Three Actions

- **Green** – Update and implement our sustainability plan
 - **Resilience** – Develop plan to build resilience and improve business operations through best practice
 - **Change** – Create an environment that encourages risk taking to provoke positive change.
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