

BATS Theatre



1 Kent Tce Concept drawing, Simon Bennett, 1989

Strategic Plan

2020 – 2022

Ma te rongo, ka mohio;
ma te mohio, ka marama;
ma te marama, ka matau;
ma te matau, ka ora.

This whakatauki inspires us. It charts the description of a journey through active listening (rongo) to awareness (mohio) and deeper understanding (marama) enabling the skill to be present to bring light and greater well-being within community.

Matawhānui

Vision

Live art lighting-up lives.

Whakatakanga

Mission

To create safe spaces for artists and audiences to expand possibilities.

Whai tikanga

Values to pursue the right way

Iwi

People

We value our people and the unique cultural identity and history of Wellington and Aotearoa. We seek to decolonise spaces and remove the barriers to success through working openly together.

Whanaungatanga

Working together

We aim to strengthen and diversify our community as we co-create a future together. Through recognising the individual we build positive shared experiences that place belonging and identity at the heart of our work. We seek new partnerships that push out the boundaries of possibilities and forge ongoing relationships.

Tangongitanga

Innovation

We provide a platform for emerging and experienced practitioners to develop artistic risk-taking, experimentation and explore the potential of live art. BATS champions the expression of creativity, in all its diversity, through performance that challenges and rewards.

Kauneke

Development

Through active listening we regularly refresh our approach to providing a home and infrastructure that facilitates the growth of new work. We provide development opportunities by working from a space of hauora and exploring the value of art in society.

Manaakitanga

Care and respect

We are trusted, welcoming and accessible, operating sustainable business practises that ensure the affordability of performance for practitioners and audiences.

BATS Strategic Pou

Artists	To develop, support and champion practitioners across all the cycles (BATS Cycles) of their careers from emerging practitioners, to those touring or moving to larger venues, and those returning to BATS to experiment.
Audiences	To grow our relationship with audiences and build community resilience through social connectedness.
Industry	To be visible, recognised as a sector leader and valued locally and nationally.
Home	To provide an ambitious, well-resourced and fully functional hub for live art.

BATS 30th Anniversary celebrations this year illustrate the truly iconic status of BATS in the Wellington Arts community. Over the last 30 years BATS has nourished the flourishing of various artistic communities, played a key role in developing new creative voices in Aotearoa, launched many successful careers, and become a second home for people on and off stage.

Recently we moved back into a newly repurposed historic building that is inviting, stylish and earthquake strengthened. BATS now provides three multi-purpose performance spaces (86/71/40 seats) and a gorgeous foyer/bar. Nestled beneath Tangi Te Keo we are the kaitiaki of a valued tāonga on a local and national scale. As we move into our next 30 years we seek to sustainably and ethically bring our resource to a wider community through championing social connectedness while having fun.

BATS vision is to light-up lives through our work. We do this by identifying and realising the value BATS brings to its whānau, and developing new and dynamic ways to co-create. This strategic proposal is a three-year pathway to fulfil this vision by asking the right questions; testing ideas through significant community involvement; and keeping what we're doing, but doing it even better.



Our Strategic Priorities (2020-2022)

Through stronger whakawhanaungatanga create safe spaces to risk and experiment

Robust relationships drive best practice and strengthen work. We will deepen our engagement with BATS whānau of artists and audiences as we work together to imagine new possibilities.

1. BATS builds a responsive framework of deeper whānau engagement through tikanga
2. BATS innovates through restructured programming tools and space utilisation
3. BATS governance, management and whānau are connected and aligned

To catalyse the value of arts with more people.

We champion live art that enlivens the many not the few. We seek to better understand what value we give and where we can grow our reach to underrepresented communities.

1. BATS uses theory of change principles to ensure our actions best deliver to our mission
2. BATS redevelops whānau engagement to explore greater social connectedness and inclusivity
3. BATS is a dynamic space that builds social resilience within the Wellington community

To assist artists to have sustainable careers.

From providing a safe space where identity and well-being are nourished we work to improve the career sustainability of those we partner with.

1. BATS ensures best practice in resource sharing through hauora/wellbeing for all
2. BATS prioritises capability development for practitioners and staff
3. BATS advocates for and delivers to the value of art in society

To lead the sector in arts development through a revised business model

At the end of 2018 a new interim organisational structure creates a platform to build from. What we are proposing for BATS has been designed as a step change for the organisation. We think the process will create a catalyst for BATS, to not only future-proof its work, but also bring into being a dynamic and progressive proposition for practitioners, the community and Aotearoa.

1. BATS grows its organisational resilience
2. BATS continues to experiment and renew itself to strengthen performance
3. BATS adapts to ensure best practice in management and governance

BATS supports the Wellington Arts Agenda 2019 -2021 and will play our part in delivering the following:

- Help make Wellington a living wage city for all professional arts workers
- Empower artists to run sustainable companies and careers
- Value our diversity
- Intersect strong cultural engagement within our home
- Assist addressing the venue crises by making BATS a hub for creativity
- Activate others to join us as we get smarter about audiences and how to reach them
- Know and show our worth by using actionable insights to effect change around us

Appendix 1

The BATS Cycle

The BATS Cycle was developed as a programming tool to identify career paths in the theatre sector and how our support fits into the wider theatre ecology.

