

# Inspire...

Our strategy for Creativity and the Arts in Wales



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Front cover: Romilly Primary School workshop, National Dance Company Wales (image: Kirsten Mcernan)

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## A mission to inspire

Challenging times call for determined action. It's more important than ever that we continue to promote – with courage, imagination and optimism – what sustains, invigorates and enriches our lives.

That's what the arts are all about.

At the [Arts Council](#), our vision is of a creative Wales where the arts are central to the life and well being of the nation.

From creativity rooted locally in the community to the international activity that defines Wales to the rest of the world, the foundations of that creativity lie in all of us – the very stuff of imagination, human achievement and human possibility.

We're a key player in the cultural life of the nation. We need to prompt, advocate and to lead, where it's appropriate. People look to us for that. But we don't assume a monopoly on good ideas, neither do we possess the definitive blueprint for what the arts might be. It's as important that we encourage and inspire others to find their own place in our strategy as it is for us to push for what we believe is needed.

## A unified sense of purpose

We're ambitious for the arts in Wales. This strategy reflects our overall priorities. These priorities commit us to building a place where the widest possible cross section of people in Wales is enabled to enjoy and take part in the arts; where our best talents are revealed, nurtured and shared; where the arts that we value are strong and resilient.

Our strategy is straightforward – it's summed up in just three words:

**Make  
Reach  
Sustain**

Simple, yes, but these words are invested with meaning.

We're interested in the way that these meanings fuse together – reinforcing each other in a single sense of purpose. Making art, ensuring it connects and giving it a durable legacy are all part of the same picture.

When we talk about **Make**, we mean artistic creation. We want to foster an environment for our artists and arts organisations that enables them to create their best work.

Because if we **Make** well, we inspire.

And if we inspire, people get it. They want it and value it. So we must inspire the people of Wales to enjoy and take part in the best that our nation has to offer. Because we believe that the experience of art only actually happens when that chord is struck – when what is made, connects. This is at the heart of our commitment to **Reach**, and crucially to reach deeper and further than before.

If in doing this, something of worth is created in what is made or who is embraced, then we should ask how we protect and **Sustain** these things in ways that will endure.



Galeri (image: © Galeri Caernarfon Cyl)

## Our priorities

Our priorities are set out in our **Corporate Plan** – “For the Benefit of All...”

Two priorities underpin this strategy. They are:

1

Promoting **Equalities** as the foundation of a clear commitment to reach more widely and deeply into all communities across Wales

2

Strengthening the **Capability and Resilience** of the sector, enabling creative talent to thrive

Council wants to change the way we work in supporting the delivery of these two priorities.

So we’re making a third commitment:

3

Enabling the Arts Council to work more **effectively**, collaborating more imaginatively with like minded partners across Wales

These priorities are fundamental to our work and will be reflected through our funding decisions.

What follows isn’t a prescriptive list of everything that we’ll do over the coming years. Neither is it particular to any one artform. It isn’t that

we’ve suddenly lost interest in music, or theatre, dance or the visual and applied arts. Of course we haven’t. They’re just not the starting point for this strategy. Single artform strategies drove achievements in past times, but stood in isolation from what are now the broader challenges of understanding how the arts are created and enjoyed, and by who. However, the creative individual, pursuing and developing their craft, remains fundamental to our work and at the heart of this strategy.

## Well being of Future Generations

The Welsh Government has defined in law ‘well-being’ as a basic civic entitlement. Wales faces numerous complex social and economic challenges. Many of these are legacies of the past. But enshrined in the legislation is a new determination to ensure that this generation doesn’t, through indifference or carelessness, leave previous problems as challenges for the next. Well being and sustainability inform all aspects of our policy.

The vision is for Wales to be a fair, prosperous and sustainable country, improving the quality of life of people in all its communities. So it’s about behaving and doing things differently – looking forward into the future so that the choices we make today secure a safe and prosperous future for us, for our children and for our grandchildren.

A strategy that acts as a catalyst – which is what we want this to be – doesn’t control or constrain. It lets the arts in Wales be defined by the imagination of the artist, and the engagement of the audience, rather than by the label of type or category. We want to recognise too that creative practice – and the work that

artists want to do – crosses boundaries as much as it is delineated by them. It's about thinking differently, behaving differently – working together to improve how we plan for a better future.

## Making meaning: language and identity

On the threshold of the new millennium Wales found itself plunged anew into redefinition. As our country emerged from the industrial and rural society that had defined it in much of the 20<sup>th</sup> century, it looked to a new civic identity through state devolution, new economic challenges and the dynamic of establishing a truly bilingual contemporary lived culture.

We're a bilingual nation – legally, socially, culturally, and as individuals and communities. And nothing makes Wales more distinctive internationally than our languages. Language provides the means to understand and enjoy an extraordinarily rich literature and culture. We make sense of our identity through the languages that we speak. And we take pride in belonging to a community that identifies itself through the words that convey its cultural beliefs and experiences. The Arts thrive on this exploration of the lived experience and the many 'Wales', culturally, geographically, economically and linguistically.

But it's important to recognise that modern Wales is a multi-cultural and multilingual society within a bilingual nation, and if Art can capture this, then the possession and extension of language becomes one of the keys to unlock the connective strands within our common culture.

We'll promote vigorously the expectation that people can explore the richness of their own culture, their own creativity through the language of their choice, whether as audience, participant or artist.

History and tradition can be dynamic sources that feed and inspire, but not if language (and especially the Welsh language) becomes uniquely burdened with the responsibility of delivering other social outcomes. The Arts depend on the fresh flow of new ideas. And this includes new thinking that's conceived, developed and shared through the medium of Welsh. That's a creative challenge for all Welsh artists regardless of their traditional language of communication. The culture of Wales is a world culture and this is the arena it needs to operate in.



National Eisteddfod of Wales 2018 (image: Aled Llywelyn)

## Investing in the imagination

Art does not teach conformity. It questions, challenges and surprises. And we look to our artists to see beyond the obvious and the superficial – to use their insight and intuition, their most inquisitive curiosity, to express through their talents and skills a deeper and more rooted understanding of our place in the world around us. An Arts Council invests in imagination.

Why should this matter?

All societies at all ages in human evolution have sought expression and communication appropriate to the times. A successful, vibrant, engaging Wales is unimaginable without the arts. We'll continue to look for the particular qualities that exemplify the best of the arts –

those characteristics which mark work out as distinctive, relevant, compelling and enduring. And we'll be passionate in our commitment to ensuring that vibrant living arts practice remains at the heart of what we exist to encourage.

Art is of course a moving target, constantly crossing boundaries and refusing fixed definitions. The old comparisons with their zero sum game of polarities – excellence or accessibility, subsidised or market led, elitist or popular – have always been contested and are now mostly irrelevant. We're as concerned with the fledgling as with the fully formed – the future of a young band on the verge of its first record deal as we are with theatres, orchestras and opera companies; as interested in the playwright as the screenwriter for film or television.





It's inconceivable, then, that our strategy wouldn't recognise the central role within our everyday lives of those areas of activity that straddle the subsidised and the commercial – the creative industries. What the market will stand can't be the sole arbiter. Public funding is there for a reason. It provides what the market can't – choice, innovation, affordability and the encouragement to take risks.

## Investing in potential

We're not interested in the dull or the routine, the formulaic. Why would we be?

We're passionate about investing in work that excites and inspires. We're particularly interested in the new and contemporary – especially where this work seeks out and engages wider audiences. Because without the living arts, culture risks becoming a museum for recycled works, and a showcase for reproduced interpretations of the cultural traditions of the past.

We accept that even the most familiar of artworks can offer a new or first encounter to somebody coming new to art. Astute programming recognises that and takes it into account. It's a skill we welcome and respect. But we're particularly interested in the 'now' of art – work that's alive before us and present in the moment.

For our part, we certainly won't be afraid, when appropriate, to take risks. And we'll expect those who we invest in to do the same – not haphazardly or recklessly, but knowingly and confidently, equipped with their best instincts, knowledge and expertise. The door opens wider when it's pushed further. Our vision of the future depends on extending creative horizons. So if we push beyond our comfort zones, with courage, intelligence and curiosity, we might just bring into sharper focus Art that is different, challenging, and perhaps more interesting.

# Make... Reach... Sustain...

Our strategy for addressing these challenges is described below according to our corporate priorities.

1

## More people creating, enjoying and taking part in the arts

### Doing things differently

The range of the people in Wales who regularly enjoy and take part in the publicly funded arts is a small proportion of the overall population of Wales. The answer lies not just in making the arts that we currently support more popular, but exploring whether different approaches to arts and creativity might be more engaging.

We believe that we should do more to recognise the self expression and cultural interests of individuals and communities themselves – everyday creativity. We should also be careful how we describe and talk about the arts. Traditional definitions of culture, creativity and the arts can sometimes be barriers to people taking part. We need to make sure our funding supports different kinds of arts and reaches a greater range of artists and communities. After all, we want to encourage more people in Wales to be able to choose to make the arts a part of their lives.

By looking differently at the art that gets made – the who, the how and the where – we believe that we'll increase the likelihood of seeing work that resonates with people and engages them more deeply. One of our fundamental challenges is to ensure that the wealth of the arts and the experiences they offer are available to more people.

Different approaches to engagement mean different sorts of project – finding different ways

to connect with people. The arts as celebration, the arts as the organising principle underpinning planning, the arts as the basis of protest and dissent, the arts as surprise, contradiction and discomfort, the arts as the connective force that binds individuals and communities together. If the art is good, it will extend its audience.

We know the arts in Wales will be stronger, more exciting and more relevant if they embrace more people. The arts still tend to be seen as for the most privileged in society. We need to change this.

For some, the place of the arts is unquestioned – economically and socially it seems natural to them. For others, the arts continue to feel alien, remote and not for them. The arts can lie beyond their experience, marginal to their concerns or devalued by prejudice or preconception.

### The creative case for diversity

Basic matters of equality may be enshrined in law, and that's important. But beyond that, we recognise the dynamic force of art that's truly inclusive and makes use of talents of all members of our society. The creative case for diversity respects the distinctive voices of all those who are sometimes described as being from "protected characteristic" groups. We want in particular to see disabled people and those from BAME backgrounds more fully involved in the arts.

An important aspect of the way that we assess the performance of funded organisations will be evidence of their commitment to achieving more diverse boards of management and workforce. This is an absolute priority. Our Strategic Equalities Plan, reviewed every 6 months, is

the benchmark against which we measure progress and outcomes. But the big prize will be to bring diverse work from the margins into the mainstream, through the organisations we support, the projects we fund and the behaviour and practice of our own organisation. The arts will be richer and more vibrant as a result.

### **Our community arts tradition**

An Arts Council must have a proper concern for the development of the working artist. But the place of people's everyday creativity within the cultural life of Wales has always been significant and important. For many, it's often through this route that they get their first serious experience of the arts. A source of enjoyment, recreation or empowerment, it can also be a first proving ground of a nascent career in the arts.

In Wales, there is a long tradition of high quality community arts activity. The best of this work has a strong and distinct character. For us, it's about change, authorship and ownership – that remarkable ability of the skilled arts professional to work alongside individuals and communities, finding their voice, unlocking a new dimension of experience that would otherwise have remained unused or undiscovered. This is what we're interested in. Work which empowers and connects – work which is unique, authentic and life affirming, work which at its best is genuinely transformational.

### **People and Places**

The arts illuminate and give life to the wide range of strategies that underpin civic life. From arts and health to cultural tourism, public art to town centre and community regeneration, the arts bring meaning, authenticity and joy to our everyday lives. The arts create and sustain

jobs, enrich education services, bring people together, enhance communities' well being, and improve our quality of life.

So we 'regenerate' communities, places and people's lives. Yet in most cases what we really mean is 'generation' – starting afresh in the here and now, creating new models of enterprise, social cohesion and well being for communities that need to define themselves in the present, not the past. It is this new thinking that we are especially keen to encourage.

Our work around Art in the Public Realm has convinced us that we need to pay more attention to the meeting point between people and place. We believe that well designed schemes, ones developed with engagement, creativity and imagination, are more likely to win community support, promote social well being and encourage more sustainable economic development.

### **Nurturing young talent, lighting the spark**

Creativity is a gift for people at all stages in the lives. But we feel a particular responsibility to children and young people. We aim to give them the best creative start we can.

The arts can nurture a young person's ability to question and make connections, to develop the capacity for independent, critical thought. They can inspire young people with new ambition and confidence, challenging poverty of aspiration and breaking the cycle of deprivation. This can be the key that unlocks the door to further and higher education, and in time employment.

Young people have never been in a society before which teems with so much imagery and

sound, a sensory assault. This demands new ways of learning and the nurturing of different ways of sharing and building experience, and delivering a sense of confidence, self respect and worth. We're convinced that new ways of realising talent and creativity will emerge. It's about helping education achieve its goals but also helping education re-define those goals.

Our strategy for Creative Learning through the arts is pioneering new ways in which more schools can draw on practical ways of bringing the excitement and inspiration of creative activity into the classroom.

Our approach focuses on two objectives: supporting our young people to develop their creative talents; and, fostering an environment in which that talent can be identified, inspired, nurtured and celebrated.

We want as many young people as possible in Wales to believe that the opportunity is there for them to be the best they can – or want – to be, performing with their peers at the highest level, celebrating and demonstrating their creative talents. Above all else, we want young people to have the opportunity to enjoy and take part in creative activity that they find relevant, contemporary, and exciting.

### **“For the Benefit of All...”**

We believe that people in Wales should have the opportunity to enjoy and take part in the arts at all stages in their lives, and in many different settings. Whether young, old or anything in between, engaging in creative activity should be a viable possibility. And whilst the Arts Council can never pretend to deliver universal and equal provision to everyone, we should nevertheless be reaching more widely than we currently do.



## Creating the right environment for the artist and the arts to flourish

### A stronger more resilient arts sector

Fish are only as healthy as the water they swim in. Artists and arts organisations need a supportive environment to prosper. We'll play a clearer and more entrepreneurial role in identifying, nurturing and promoting our country's best creative talent across all kinds of art, media and interdisciplinary work. It's about quality, capacity and resilience.

We know we can provide support at key moments in an artist's career. Whether working singly or together, locally or globally, our goal is to create the circumstances in which artists across all artforms can pursue viable, sustainable careers from a Welsh base. Clear opportunities, clear pathways to development.

By building the capabilities of creative professionals, we'll be better able to retain and renew the creative pool of talent working in the country. We'll bring into sharper focus the specific actions we'll take to support the artist living and working in Wales. It will be an approach that delivers the development of talent, opportunities, funding, and which creates peer group networks from the early to the mature career artist.

### Being 'fit for purpose'

In recent years we've re-focused our investment in a group of companies and organisations that we fund regularly, what we call our Arts Portfolio Wales. We've encouraged them to create and host new artistic work and to reach out to new and wider audiences. We've asked them to be cultural exemplars, fit for purpose in meeting the challenges of 21<sup>st</sup> century Wales.

Supporting a portfolio of key organisations – enabling them to make the best work that they can – will continue to be at the core of our work. But so too will be audience. Value for money matters. As the stewards of public funds we have an unequivocal responsibility to ensure that public investment delivers public benefit.

The public rightly demands that the individuals and organisations that they finance are efficient and cost effective. So we expect those who we work with to get the basics right and to ensure that they manage their affairs in a straightforward and business like way.

Public funding is not an entitlement – it has to be earned. We expect the key organisations that we fund to play a leadership role in terms of both artistic innovation, audience development and in the way they conduct their business.

We'll expect to see organisations underpinned by a wider mix of public and private funding and new business models that are better able to exploit the commercial potential of the intellectual property that resides in their creative activities. And we, the Arts Council, must find the best, the most intelligent, the entrepreneurial strategy that enhances the whole through the careful application of government and Lottery funding.

### Leading from the front – our National organisations

For a small nation we have high performing national companies. They have a demanding remit to produce great work and to connect across the country. The challenge is to do this in a credible and meaningful way, delivering real engagement and involvement with communities across Wales in the excellent work that they do.

Nowhere is this more important than with our national companies.

Each national company needs to start from the question 'how are we national?' Wales and its three million people have a right to ask not just how national companies exemplify their flagship designation, but how do they connect with people in Wales and bind them into what they have to offer. All our national companies are passionate and highly accomplished in what they do. The challenge in the coming period is for them to touch even more lives than they have done to date.

National organisations remain at the heart of the Arts Council's strategy. They matter in and of themselves, but also for what they signify. For many people – especially those outside Wales – the reputation of our national organisations is a barometer of the strength and vibrancy of our country's arts.

For our national companies, being national is a responsibility, not an assumed right. It brings with it a particular obligation to be an exemplar in every way: creating work of national and international significance; showing leadership in developing the arts in Wales; nurturing the partnerships and relationships that will develop new artists; building the arts audiences of the future. Of Wales, for Wales.

If our national companies occupy a pre-eminent role in the cultural life of our country, they do so only because they represent a pinnacle in creative endeavour resulting from their interaction with a wide range of other talents, creators and creative producers in national life. We want to encourage this involvement so that it feels within and beyond the country, that the work of our nationals is 'minted' in Wales.

Whilst the performing arts have flagship national companies, there are other areas of our national life without a fully-fledged 'national' entity. Five years ago discussion focussed around the need for a national centre for the visual arts. Since then, the National Museum has extended its space and created welcome additional capacity for exhibiting the contemporary visual arts.

But the wider need remains. There's huge national potential in the contemporary visual arts and crafts. An important aspect of our strategy over the coming period will be to explore how to bring about a sustainable and appropriate national platform for the visual and applied arts.

### **Connecting across Wales**

In Wales we have a network of leading arts centres, galleries, venues, large and small threaded around the country. For many people in Wales, their routine engagement with the arts is through one of these places.

At their best, they not only pursue excellence in all that they do, they are also inseparable from the communities in which they're located and to which they relate. Promoting diverse programmes of high quality activity, these organisations act as cultural entrepreneurs, commissioning and curating new work, exploiting this work (through touring or co commissioning), and providing the space, opportunities and services that help artists to develop and grow their work.

Many building-based organisations recognise that they are as much a social as a cultural hub and that the two are indivisible. We support this emphasis on community connection.

But ultimately we are an Arts Council. So we're particularly interested in those organisations that are arts led and audience focused, with spaces owned and inhabited by the communities in which they are embedded.

## Wales in the world

The excellence and creativity of Wales's arts contributes powerfully to the development of our cultural, creative and economic relations with the rest of the world. We have begun to look more strategically at our presence across the arts on the world stage in Biennales, Festivals and Showcases and what they can yield for artists, organisations and companies.

We'll attract activity into the country that benefits the arts in Wales. Wales needs to be "open for business", getting its share of the high-profile

international market in cultural conferences, related trade fairs and major cultural events and tours. We need to be competing internationally, winning events for Wales and working on what Wales can create for itself that will pull the eyes of the world to Wales.

Critically, we need to develop an international profile for reasons of cultural connectivity and the sustainability of careers. Culture in the language, Culture in its engagement, Culture in its diversity from Wales – our Culture – needs to be more of a calling card. It will signal our values, our creativity and our ambition. And if showcasing internationally is to become a more prominent aspect of Welsh creative practice, then we must ensure that our support structures deliver work that can stand comparison with the best of international work.



Skyline, Peak (image: Mike Erskine)  
The Treherbert Festival of Ideas, artist Owen Griffiths

We know that international initiatives and partnerships are forged by small companies and established institutions, by individual artists as well as large organisations. Many of Wales's artists and arts organisations are internationally significant in their own right, and there's more to be done in opening new markets for their work, and developing their role as cultural ambassadors for Wales. Through Wales Arts International, the international arm of the Arts Council, we'll develop our partnership with the Welsh Government, the British Council, other Wales' based partnerships to ensure that artists from Wales are visible in key international arenas.

### **Our digital times**

Creativity permeates all areas of our social and economic activity. Creativity reaches beyond the realm of arts and culture, though they are its natural nurturing ground. Creativity is a skill that can be used to bring innovative solutions to familiar problems, and encourage new ways of thinking across all sectors. The successful economies of the future will be those that can capitalise on their creative potential. Creativity can have many positive benefits, helping income generation, growth and employment to enabling social inclusion. It puts people and skills – 'human capital' – at its core. In today's society this is as critical as any other economic resource.

Technology is getting smaller, cheaper, more powerful, pervasive and personal. It's also becoming more interactive, and it's changing the way that we 'consume' content. Thanks to the web, we've become accustomed to being able to get whatever we want, whenever we want it, delivered directly to the platform we choose. So it's essential, if they're to thrive in this competitive market place, that media businesses in Wales are able to offer the kind of convenience, flexibility and choice that people now have in other aspects of their lives.

The internet is no longer just a digital notice board, it's a social and cultural space. Technology is increasingly making it possible to create content and engage with it in new ways. This presents both opportunities and challenges for content producers. The expectations of the generations growing up in a digital world are very different from those that preceded it. Low cost technology is offering new ways for the rapid exchange of views, ideas and content as well as new business models.



## 3

## Making it happen

The arts change and evolve, as does the world around us. Our funding strategy must reflect that. We must also be mindful of the opportunities and constraints on those who will join us in the journey.

We're a champion for the arts in Wales, but we're careful to spend no more on ourselves than is absolutely necessary. We've always said that it's the arts themselves that are the proper focus for the investment of the public's money. This isn't new. Over many years we've saved money by simplifying processes, reducing staff numbers and making better use of technology. But in cutting our own organisation we risk impairing the quality of service that has been such an important part of the success we've achieved in recent years. So our goal is to create an organisation with the arts at its core – first rate in its delivery and sustainable in its cost – that has a different relationship with partners and stakeholders across Wales.

Funding is at the core of our business and perhaps the most visible aspect of what we do. However, we also pride ourselves on our arts development activities – that careful and patient nurturing of potential and of opportunity.

Arts development is a continuous journey with no fixed end point. Nevertheless, we must build an organisation that knows its priorities, unites its staff around a shared programme of action and is effective in its delivery.

We must re think the basis of our relationship with stakeholders and partners. We work to nurture, encourage and support. But as the stewards of public funds we also have a responsibility to achieve value for money,

accountable outcomes for the public. This can sometimes find us at odds with the sector as we try to work out whether we are guide dog or guard dog.

We need a new model, perhaps similar in approach to that used in our Creative Learning programme – a time limited cohort of staff working with local delivery agents contracted for specific tasks. Or we could be even more collaborative, developing a deeper connection with other networked initiatives across Wales.

The partnership between the Arts Council of Wales and local government is especially important. It provides the foundation of the arts in Wales. Between us, we have the potential to touch the lives of everyone in Wales. Local authorities bring to the table their local knowledge, broad range of responsibilities, their citizen focused delivery and their democratic representation. The Arts Council brings specialist expertise and a national and international perspective on arts practice and development. Both of us provide funding and investment that funds creative activity. It's a powerful combination.

But local authorities across Wales face the prospect of having to make significant reductions in their future spending plans. As a discretionary area of spend, expenditure on arts continues to be squeezed as statutory spending demands an ever greater proportion of overall local authority budgets. This is going to demand a wholesale re thinking of the way that the arts are supported and developed locally.



*Into the Light*, Hijinx Theatre (image: Kirsten McTernan)

## What will success look like?

### Make...

- **Make...** We will ensure that support to artists is at the heart of all that we do, investing in the creative individual, helping them to develop their work, skills, and potential. We will focus on artists but also creative producers, curators and cultural entrepreneurs
- **Make...** We will explore business opportunities for artists and companies to develop new markets or open up new possibilities for their work at home and abroad. We will do more to exploit the potential of showcases, providing more opportunities for the arts of Wales to be seen and heard
- **Make...** We will encourage initiatives that support creative individuals – through studios, workspaces, resources, residencies, technology, rehearsal, development and incubation spaces
- **Make...** We will continue our support to the best of Wales's companies, organisations and Festivals, enabling them to create new and engaging work and to support the circumstances and opportunities for this work to be developed
- **Make...** We will support ambitious programming, especially where it encourages audiences to enjoy and take part in a wider range of activity
- **Make...** We will find new ways of encouraging and supporting the production of work through the medium of Welsh
- **Make...** We will find opportunities for disabled people and those from BAME backgrounds to create and promote their work
- **Make...** We will encourage opportunities for artists to build sustained relationships with organisations in mutually beneficial partnerships. We will invest in arts organisations and projects that develop creative talent
- **Make...** We will deepen our links with Higher Education and Further Education, creating focussed partnerships that research and support the ideas and projects that develop artistic careers and types and content of artistic work
- **Make...** We will foster better links with partner agencies across the UK and internationally to facilitate improved circumstances for the touring of work, and creative collaborations
- **Make...** We will focus on networking and joining up, promoting the opportunities, virtual and real, which help to foster new and productive relationships for artists, organisations and companies, in Wales and beyond Wales
- **Make...** We will proactively develop the dynamic of creative and cultural diversity in contemporary Wales
- **Make...** We will be an energetic delivery partner in nationwide arts and cultural initiatives
- **Make...** We will explore hosting arts events which can act as catalysts for significant challenge and development of our arts in Wales

## Reach...

- **Reach...** We will tackle the barriers to engagement and encourage the widest inclusion for the people of Wales to access the arts. Our Strategic Equality Plan provides the framework that will guide our actions
- **Reach...** Literacy, Numeracy and Creativity. We will continue to collaborate with the Welsh Government in delivering the joint ambitions of the Creative Learning through the arts programme
- **Reach...** We will work with partners to initiate a programme of work focussing on changing the prospects of those people in danger of economic inactivity, helping them find new possibilities and confidence through the arts
- **Reach...** We will work with young people to identify and create a celebratory festival-like event around their creativity
- **Reach...** We will put a premium on imaginative work created for young people
- **Reach...** We will encourage and support the transformational arts work advanced by our community arts organisations
- **Reach...** We will support innovative and creative uses of technology, helping artists to exploit the potential of new digital platforms in promoting and distributing their work
- **Reach...** We will work with our Arts Portfolio Wales to develop audience building initiatives and social engagement
- **Reach...** We will work on joining up the dots between arts centres, community arts organisations, our Night Out programme, and other agencies in sharing and maximising community focussed work
- **Reach...** We will develop our work to connect arts and people through creative partnerships with Local Authorities, doing more to bring high quality arts opportunities within reach of the most disadvantaged people in our most deprived areas
- **Reach...** We will seek out opportunities to scale up and undertake projects which build in broad reach and exploit new media platforms to involve and engage people
- **Reach...** We will monitor our investment, and the activities that it supports, to ensure that people in all parts of the country – and across our diverse communities – have a fair chance to benefit from the activity that we support
- **Reach...** We will look to our partnership working to extend significant possibilities for the arts and their reach. Our partnerships are with broadcasters such as BBC, and S4C in now established public value partnerships, and with others fostered by project working with such as partners as Cadw, The National Trust, Welsh Water, Canal and River Trust
- **Reach...** We will develop the possibilities for our artists to reach new markets and audiences for their work through the UK and internationally
- **Reach...** We will work with the National companies to articulate, encourage and evidence the development of their national remit
- **Reach...** We will increase the geographical reach of the arts by funding the touring of work and supporting and extending our work into communities through Night Out's touring

## Sustain...

- **Sustain...** We will assist artists, arts organisations, companies and venues to build more resilient business models
- **Sustain...** We will support the initiatives and projects that foster new approaches to cultural, social, economic and environmental sustainability
- **Sustain...** We will develop a funding programme that incentivises change in organisations, encouraging them to improve their sustainability and be less dependent on public funding
- **Sustain...** We will explain, clearly and accurately, the impact that our investment is having in achieving our priorities. We will be clear about the basis for the funding decisions that we take. The framework that we'll use will be built around four areas of impact and action – Arts, Social, Economic and Environmental
- **Sustain...** We will expect the arts sector to commit to increased environmental sustainability by reducing its carbon footprint
- **Sustain...** We will expect arts organisations that we fund to demonstrate effective leadership and governance, including within their management structures and workforce people from diverse backgrounds
- **Sustain...** We will develop the networks and collaborative practice that exploit the efficiency and the dividends of sharing, collaborating and maximising resources
- **Sustain...** We will promote the creative use of the Welsh Language and creative expression through the medium of Welsh, enabling Welsh speaking artists to work in the language of their choice for the whole of their careers
- **Sustain...** We will work closely with our Local Authority partners across Wales to sustain their engagement with the arts where we are co-partners in venues and services
- **Sustain...** We will support activities that provide new approaches to building sustainable careers in the arts
- **Sustain...** We will review and develop new approaches to advocacy. We will look at the content of what we advocate, the research we need and the methods and approaches we can take to campaign effectively for the arts
- **Sustain...** We will develop work that addresses well-being in health and community engagement, adding value to quality of life in Wales



Cyngor Celfyddydau Cymru  
Arts Council of Wales

[arts.wales](http://arts.wales)