



Cyngor Celfyddydau Cymru
Arts Council of Wales



The Stories We Carry, Performing Arts for Kids, Artis Community (image: Springbox Photography)

Imagine. . .

Our vision for the Arts in Wales 2013 to 2018

January 2015



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Arts Council of Wales operates an equal opportunities policy.

The Arts Council of Wales

Our vision is of a creative Wales where the arts are central to the life of the nation.

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

Make | Reach | Sustain

Making art, ensuring it connects and giving it a durable legacy are indivisible. And these are the themes that underpin our work.

When we talk about **Make**, we mean the act of artistic creation. We want to foster an environment for our artists and arts organisations in which they can create their best work. Because if we **Make** well, we inspire.

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. This is what allows us our ability to **Reach**, and crucially to reach 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.

And all the time, the goal is Wales – the creative Country.

We deliver Make: Reach: Sustain by:	
Make	<ol style="list-style-type: none">1. Creating the environment for the arts to flourish2. Increasing the value of international cultural exchange to the arts in Wales
Reach	<ol style="list-style-type: none">3. Finding new opportunities, ways and places for people to enjoy and take part in the arts4. Developing the creativity of children and young people
Sustain	<ol style="list-style-type: none">5. Encouraging innovation, resilience and sustainability6. Protecting and growing the economic base for the arts in Wales7. Demonstrating the value of the arts8. Making the Arts Council an efficient and effective public body

Imagine...

Imagine Wales. And when you've done that – pictured it, heard it, enjoyed it, read about it, celebrated it – try to think of our country without song, the spoken word on stage and screen, without poetry and novels, and dance and sculptures and ceramics and paintings and images, and all of the living traditions that are making our contemporary culture so potentially dynamic. In raw fact, as well as in our imagination, there's no human Wales without Art.

So think about what makes the arts special to you. Remember those thrilling moments of rapture, joy, surprise – that fleeting instant so magical and affecting that whether you realise it or not, it lies embedded anchor deep in your memory. Nothing else has quite the same effect. It's why the arts matter, and why we think they're worth fighting for.

We're ambitious for the arts in Wales.

Our vision, described in these pages, is of a creative Wales where the arts are central to the life of the nation, a place where our best talents are revealed, nurtured and shared. So our vision looks to the future of what the arts in Wales could be. It's about creative ambition, human possibility.

We look to the future with confidence and conviction. We talk of what we believe in and the things we want to do – of emphasis and priority. We do so in ways that we hope will be welcoming and inclusive, drawing closer those who might share, support and indeed help shape our vision. Because if we do, then just imagine what could be done. Just imagine the Wales, with a little courage, we could then, together, go on to create.



Open House, NoFit State (image: Andrew Billington)

A corporate plan with a difference...

This is not the usual kind of strategy document.

We're not trying to overwhelm you with objectives, bullet points and the other paraphernalia of bureaucratic strategising. Instead, we're trying to tell a story. It's about our broader vision and ambitions – the things that will guide us in our work for the duration of this plan.

We know, of course, that objectives and targets are important. As the recipients of taxpayers' funds we must be able to explain what we do and account clearly for our performance, demonstrating practical outcomes and real value for money.

The Operational Plans that we publish each year will provide all of the practical detail you need about our spending plans and the targets against which we measure our progress.

In the pages that follow we talk about the broader vision – the things we hold to be especially important, our overall direction of travel and the issues that we think are likely to affect us in the years ahead.

As a Welsh Government Sponsored Body our strategy reflects the vision and agenda of the Welsh Government.

We are an independently constituted charitable organisation. But we have strong and important connections with our principal sponsor, the Welsh Government. We therefore work for the benefit of the Welsh taxpayer, ensuring public value and quality of outcome in the activities that we support.

The Government wants Wales to be fair, prosperous and confident, improving the quality of life of its people in all of the country's communities.

The Programme for Government (2011-2016) covers most of the period of this Plan. It makes a number of commitments:

- healthy people living productive lives in a more prosperous and innovative economy
- safer and more cohesive communities, with lower levels of poverty (especially Child Poverty) and greater equality
- a resilient environment with more sustainable use of our natural resources
- a society with a vital sense of its own culture and heritage.

The Arts support these goals.

The world we work in – our operating environment

We're committed to supporting a thriving arts sector, and we do so on the public's behalf.

We are publicly funded. We must be able to demonstrate the public benefit that our work delivers, and the extent to which we're making a difference. We must be able to demonstrate – unequivocally – that we deliver value for money for the Welsh taxpayer.

The environment in which we operate remains dominated by economic recession and pressures on public funding.

We develop the arts, and support the key organisations that we fund, against the uncertain backdrop of current economic conditions. With 38% of households in Wales having no adults in employment¹, and child poverty stubbornly difficult to eradicate, the consequences of economic austerity in Wales are very evident. Culture and the arts must therefore, amongst other things, offer the creative benefits that can support government's wider social and economic objectives.

In the short term, financial pressures not only impact on us – they also affect our funding partners.

This is especially true of our local authority funding partners.

The partnership between the Arts Council of Wales and local government provides the foundation for the funding and development of the arts in Wales. However, the financial pressures faced by local government are

increasing. Reductions in public funding, and an obligation to protect statutory services, means that discretionary services (such as the arts) are being squeezed as never before. As a result, many local authorities are struggling to protect budgets and are, in a number of cases, exploring alternative ways of managing and delivering arts Services. We will support them with information, advice and support.

Local authorities will also be affected by significant changes in local government structures.

Published in January 2014, the Williams Review into the future organisation of public service structures recommended a reduction in the number of local authorities in Wales. As negotiations progress and the big structural decisions are made, it will be important that we ensure that the things that matter to us – the arts – don't drop from the local government agenda.

There are key moments of risk ahead. And if we're not careful, the arts could largely disappear from local authorities' funding priorities. So we'll work closely with our local government colleagues to audit and raise the profile of current funding to the arts so that this investment isn't overlooked during the period of transition and future planning.

¹ 2011 Census data

Creating the environment for the arts to flourish

We have set out our plans for arts development in a new strategy – *Inspire: Creativity and the Arts*.

Inspire is not a rigid list of what we will do over the next five 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 our new strategy. Single artform strategies drove achievements in past times but stood in isolation from what are now the broader challenges, actions and impacts of the arts overall.

We want to recognise that creative practice – and the work that artists want to do – crosses art boundaries as much as it is delineated by them. An enabling strategy – which is what we want Inspire to be – doesn't control or constrain. It lets the arts in Wales be defined by the imagination of the artist, rather than by the layers of label and category.

The arts change and grow – our strategies and our funding must reflect that.

If our vision does nothing else, it must signal that we expect the future of the arts in our country to look, and feel, very different. And by different we mean better. Art that's conceived with passion and imagination, Art that's well crafted and produced, and which reaches out and touches us – such Art is authentic, distinctive and important. Quality matters, at all times and in every way. It remains fundamental to our funding decisions, now and into the future.

We want to shape an environment for our artists and organisations in which they can create their best work. We want the people of Wales to be able to enjoy and take part in the best that our nation has to offer. We believe that the best experience of art only happens when the chord is struck – when art connects. Making art, sharing art, being a part of it, in the community, in performance, off the page, in a space, in our lives – this is when art works, inspirationally, individually, collectively.

Always the artist...

Artists not institutions create art.

It's the artist, addressing the world in its hopes and frustrations, in its stasis and disruption, who reinvents cultural expression appropriate for the times.

Today's young artist, for example, is likely to be equally comfortable working across a wide range of creative disciplines, moving seamlessly between the subsidised and the commercial, engaging with contemporary issues that lie beyond the traditional borders of the arts: science, technology, health, ecology – the pressing, difficult, issues of our time.

Many of these artists will want to work in an interdisciplinary way, positioning their work within the wider context of the creative industries. They'll often be the trail blazers, the pioneers, the new entrepreneurs who'll create jobs and investment for others.

Increasing the value of international cultural exchange in the arts

The arts don't only make Wales attractive and contemporary to ourselves – they can make us distinctive and desirable in the eyes of others.

Art produced in and of Wales – and achieved to the very highest standard – is the best promotion of the culture of today's Wales. It's our unique selling point in a world market that invests in future gilts not dusty heirlooms.

The excellence and creativity of Wales's arts contributes powerfully to the development of our cultural relations with the rest of the world. Many of Wales's arts organisations are internationally significant in their own right, but there's more to be done in capitalising on their role as cultural ambassadors for Wales.

Wales is a devolved country within the UK and an expanded Europe. The Welsh Government has, and is, developing relationships

internationally. Cultural and artistic components to these relations will make our engagement with foreign countries distinctive and more memorable.

We have a strong partnership between ourselves, the Welsh Government, Wales Arts International and the British Council. Together we'll improve our support for artists and arts organisations, helping those who want to work internationally and exploit new markets overseas.

We'll also attract activity into the country that broadens the knowledge of artists and arts audiences. Wales needs to be "open for business", getting stuck into the increasingly lucrative market in conferences, trade fairs and major events. We need to be competing internationally, winning these events for Wales.



Kizzy Crawford performing at the Wales Pavilion, Lorient

Finding new opportunities, ways and places for people to enjoy and take part in the arts

We want to encourage more people to experience the best the Arts have to offer.

This sounds straightforward. A generous, fair minded and tolerant society is instinctively inclusive and values and respects the creativity of all its citizens. However, too many people still feel that there are insurmountable barriers preventing them from enjoying and taking part in the Arts.

We must be impatient of the barriers that impede people's access to the arts, whether cultural, social or economic. Breaking down these barriers will be one of our defining priorities over the next few years. We aspire to a society that embraces equality and celebrates difference, wherever it's found in race, gender, sexuality, age, language, disability or poverty.

We must be open in our outlook. Over many generations, Wales has welcomed travellers and migrants from around the world. They have brought new traditions and beliefs, enriching our established cultural, political and civic traditions. They have brought their languages, their faiths and their cultural insights. And their history, their stories, their music, their food have helped shape the Wales that together we share today.

One of the obvious ways we express ourselves is through the words and the language that we use.

We're a bi-lingual nation – legally, socially, culturally, and as individuals and communities. Nothing makes Wales more distinctive than the Welsh Language. But there are many other languages as well. This is

reflected in the large number of different languages spoken today in Wales.

Our vision embraces the fact that we're many 'Waleses', culturally, geographically, economically and linguistically. The language provides the means to understand and enjoy an extraordinarily rich literature and culture. The Arts thrive on this and are a key component in continuing the Welsh language's vital role at the heart of Welsh life. We need to defend vigorously the right of people to explore their own culture, their own creativity through the language of their choice, whether as consumer, participant or artist.

The vitality and originality of the arts in Wales depends on the fresh flow of new ideas – new thinking that's conceived, developed and shared through all our languages.



The County Show, Duncan Ayscough & Catrin Howell
(image: Courtesy of Oriol Myrddin)

Developing the creativity of children and young people

Encouraging the talents of children and young people is at the heart of our work.

The arts can nurture a young person's ability to question and make connections, to develop their 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 caused by low educational achievement. The arts can be the key that unlocks the door to further and higher education, and in time employment.

One of our most significant challenges during the period of this Plan will be the implementation of the Welsh Government's Arts and Education report.

The report has two main themes.

The first is centred around the need to develop the creativity of children and young people in schools in Wales, with a particular focus on raising standards in literacy and numeracy and in narrowing the gap in attainment between students of different socio-economic backgrounds.

The second theme concentrates on improving the quality of teaching and learning in the arts across Wales, ensuring that all young people gain access to high value arts experiences and that those with exceptional talent are able to have their potential realised.

Both strands require the active involvement of artists, creative professionals and arts and heritage organisations. Both will build on the strong practice developed in Wales, but will go further. The ambition is to reach new schools and new cohorts of children and young people previously beyond the reach of such initiatives.

The Arts Council of Wales will work hand in hand with the Welsh Government to fund and implement the report recommendations.



School visit to Oriol Myrddin (image: Seren Stacey)

Encouraging innovation, resilience and sustainability

Resilience and sustainability have become the new watchwords of cultural, social and economic planning.

And rightly so. Resilience comes from a confident sense of rootedness. A resilient organisation is intimately embedded within the community that it serves and adopts a business model that can withstand change, whether planned or unexpected. A resilient organisation is one that has the skill, capacity and resources to endure in the longer term.

This is not to say that we advocate the status quo. The resilient organisation will be sensitive to the environment in which it operates, noticing and anticipating change when this is needed. A resilient organisation will have a sophisticated understanding of sustainability. It will understand that sustainable development is all about enhancing the economic, social and environmental wellbeing of people and communities, achieving a better quality of life for our own and future generations.

The Welsh Government is putting sustainability and sustainable development at the heart of its policy making and that of the wider public sector. We welcome this approach and commit to signing up to the Government's Sustainable Development Charter.

Innovation and experimentation will help us to find new ways of developing and sustaining the arts.

The expectations of a generation that has grown 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.

The digitally astute will find new ways to create and distribute their work and to engage more effectively with audiences. Almost everyone who wants to can now connect globally. They can communicate, do business, join communities of interest, and enjoy work from a vast international marketplace. In this new digital world you can move seamlessly between being an audience member, to being a co-creator, critic, curator or an investor. We'll support artists and arts organisations to exploit the opportunities that new technology offers.

Protecting and growing the economic base for the arts in Wales.

We believe fundamentally in the importance of public investment in the arts.

It guarantees wider choice, providing more diverse programming than the narrower interests of the commercial market could sustain. It makes more affordable a greater range of opportunities for people to enjoy arts that might otherwise be out of reach for the less well off. It's the risk capital that helps the commissioning, production and presentation of new work.

However, in times of economic austerity our role become more complex. We must do everything within our power to persuade funding partners to keep faith with the arts. But we must also encourage greater resilience and sustainability: reducing the extent of arts organisations' dependence on public funding; helping them (and us) to maximise earned income; and, encouraging us all to look more imaginatively at how we can work more closely together.

The arts don't work in isolation, and neither do we.

We work with a wide range of organisations, increasing the amount of money invested in the arts in Wales and helping to create more opportunities for people to enjoy and take part in the arts.

The partnership between the Arts Council of Wales and government – national and local – is especially important. It's the foundation of the arts in Wales, because between us we have the potential to touch the lives of everyone.

Local Councils bring their local knowledge, broad range of responsibilities, cultural development and their democratic representation. The Arts Council brings expertise in the arts and a national and international perspective on local issues.

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.

However, we must go further than simply defending the existing sources of investment.

We must be entrepreneurial in identifying new sources of money and dogged in our determination to secure European funding to enhance the value and reach of the investment that we ourselves are making.

As a partnership organisation, we'll adopt an 'open for business' approach.

For example, our relationship with Wales' public service broadcasters – BBC Cymru Wales and S4C – helps us to generate more resources for the arts.

Together we share a commitment to public engagement in the arts. We're also passionate about developing and supporting the best creative talent and exploring the possibilities of new digital platforms. By working together more closely, we believe that we can create more opportunities to support and nurture creativity – commissioning new work, backing innovation and risk taking, and growing technical and craft skills within the creative sector.

Demonstrating the value of the arts

We have a duty to develop and promote the arts to the best of our abilities.

We can't be timid. We're expected to highlight the value of the arts and to campaign for the funds that the arts need to grow and flourish. We'll be determined and vigorous in presenting our case.

To date, the Arts have been fortunate in their support from national and local government. However, funding prospects are getting tougher and new arguments will be needed if we're to persuade decision makers to bring cultural issues to the top ranks of the policy agenda. We will develop and deploy those arguments.

However, as we do so, we must be sensitive to the pressures and constraints of others.

We must be assertive but respectful in our campaigning. For example, we must recognise the democratically accountable responsibility that councillors have to take the tough decisions on behalf of their constituents. Nevertheless, decision makers must act wisely and courageously if they are to best serve the public. Community leaders must decide what kind of society they want and how far they're prepared to go to achieve it. If we want to live in a community that is vibrant, dynamic,

tolerant, nurturing, enriching, then the key decision makers are going to have to take the action needed to make this a more rather than less likely outcome.

The danger is that there'll be a failure to grasp the role of the arts in an advanced, socially sustainable, knowledge based economy.

We need to construct a narrative that explains how the interplay of skills and opportunity enabled in a wealthy, democratic society creates cultural products that define us to ourselves and represent us to the world.

They are tangible and symbolic, profitable and accessible – they inspire, question, and help us to imagine our future. And at a time when the world seems to be narrowing, perhaps it's our arts that will differentiate us and make us special.

The arts are enormously popular in Wales – singing in choirs, reading books, going to the cinema, visiting galleries and museums, listening to music and participating in a wide range of creative activity. They make us proud and happy. They renew our sense of community, and give us a stake in wider civic engagement. And it's what helps make an engaged, healthier, more productive society.



Anweledig, Cwmni Frân Wen (image: Keith Morris)

Making the Arts Council an efficient and effective public body

The public rightly demands that the individuals and organisations that they fund are efficient and cost effective.

We'll continue to keep a firm grip on our own operation and its costs. And we'll expect those who we work with to ensure that they manage their affairs in a business like fashion. Public funding is not an entitlement – it has to be earned. And we must demonstrate value for money across all aspects of our work.

We'll drive out administrative cost savings in our own business through simplifying processes, utilising the best that technology can offer us, and by creating an environment where we habitually review the cost effectiveness of what we do. Our constant question has to be "what more can we do to increase public value and to maximise the levels of funding going directly to the arts?"

We won't ignore the proper disciplines of good business practice – we'll be as demanding of ourselves as any commercially driven organisation. But we must never forget that we exist because of the public's investment in our work.

We'll grow and develop our culture of being a citizen focused organisation, working for the public benefit, and building on the confidence of our stakeholders in our ability to deliver.

As a Welsh Government Sponsored Body we have a particular obligation to work positively and effectively to turn public policy into practical action.

As an 'arm's length' organisation, we're committed to maintaining an accountable, respectful and dynamic relationship with the Welsh Government. And it's right that our independent decision making responsibilities should sit comfortably with the Government's proper need to have a clear view of how it wants to see taxpayers' money invested. We believe that Government, the public and the arts benefit from the expertise, authenticity and freedom of artistic expression that an arm's length body can provide.



Siyaya - African Dancers in Merthyr Tydfil, Night Out
(image: Hazel Hannant)

Our financial strategy

Financial planning in a time of cuts.

Our financial strategy for the period of this Plan is geared towards achieving three basic outcomes – meeting our arts development priorities; protecting the arts activities that we most value; and, managing the consequences of potential reductions in public funding.

We build on past success, aligning our financial strategy with future priorities.

We have a new arts strategy – *Inspire: Creativity and the Arts*. Implementing this is at the heart of our financial strategy. However, other issues will also be given attention as our Plan progresses.

They are:

- responding to the Government's expectations of us as set out in our annual Remit Letter (including addressing the implications of key Government legislation such as the Well being and Future Generations Bill)
- encouraging partners to retain their support for the arts
- maximising investment from all possible sources
- building resilience and sustainability in the arts
- ensuring that the Arts Council provides an effective service that represents value for money for the Welsh taxpayer

One strategy, plural funding.

The grant in aid and Lottery funding that we receive (plus any additional income we're able to raise) enables us to deliver our overall strategy for arts development. In other words, we have a single strategy supported by two main sources of funding. By ensuring that Lottery funding complements – but does not replicate – Government funding we're able to enhance the value of taxpayers' investment: the so called principle of 'additionality'.

In practice this means that grant in-aid funds are used to support:

- ongoing year round activities of our key portfolio of key organisations (those who we revenue fund each year)
- strategic grants and contracts for projects or initiatives that are driven by Arts Council policy priorities (typically those which build strategic partnerships with other agencies that lever new resources into the arts)
- research, advocacy and public events that are part of our routine programme of activity

And Lottery funds are used to support:

- our open to application funding programmes (we process around 1,300 funding applications each year)
- Capital projects and public art
- delegated areas of activity (such as the funding for film development and production managed for us by Ffilm Cymru)
- time limited (or one off) developmental projects



Our financial strategy therefore directs resources towards five actions.

1. Implementing our arts strategy *Inspire: Creativity and the Arts*
2. Achieving greater cultural, social, economic and environmental resilience in the activity that we support, reducing the level of dependency on public funding
3. Investing in activities that help our partners to advocate, defend and protect the arts in Wales
4. Increasing, through innovation and entrepreneurship, the amount of money invested in the arts in Wales
5. Ensuring that the Arts Council is a relevant, efficient, and accountable public body

In the face of several more years of economic austerity and the squeeze on public funding that this implies, growth cannot simply rely on increases in public funding. Key organisations will be expected to demonstrate high levels of commercial acumen, because in the future an over reliance on public subsidy will be both undesirable and unsustainable.

We'll continue to review, from time to time, whether the organisations that we're funding deserve that support, especially those who receive the lion's share of funding – our portfolio of revenue funded organisations. The membership of the portfolio will almost certainly change and evolve – indeed, if fresh exciting art is to be rewarded, it must.

Creating a Scene, installation, Oriel Davies Gallery

So now, imagine again...

Imagine the Wales we might create if together we do all this and more.

A Wales in which Art is understood as the meaning of Life. A Wales in which the survival mechanisms of a Welfare State – from Health, to Social Security to Education – are understood as only the means to allow human beings to thrive and to do that which singles out our animal nature as distinctive: the making of Art.

Imagine a Wales where citizens engage through art at many levels and continuously, with those moral and emotional issues with which the intellect and instinct are forever grappling.

Imagine a Wales whose democracy is enlivened by the ability of its people to envision themselves and their purposes,

individual and social, in the collective delivery and consumption of art.

Imagine a Wales where the arts are central to our identity as a nation, making people want to visit us and know us. We need to be seen and to be known as ourselves if we're to be successful in all the ways which an increasingly creatively focused world requires.

Imagine a Wales with the belief and the appetite, when it's right, to take risks. Not haphazardly or irresponsibly, but knowingly and confidently, equipped with our best instincts, knowledge and expertise. Our civic well being depends on it. Because if we push beyond our comfort zones, with courage and curiosity, we might just bring into sharper focus a future for ourselves that is different, challenging, and perhaps even transformational.



Dance Days, Taliesin Arts Centre (image: Phil Rees)

What we do

We achieve our ambitions by:

- **supporting and developing high quality arts activity** – we invest public funding, provided by the taxpayer and allocated to us by the Welsh Government. We use these funds to help the arts to thrive in Wales
- **distributing Lottery funds** – through applications to our Lottery funding programmes, we're able to support projects that develop new arts opportunities
- **providing advice about the arts** – through our staff and advisers we have the largest concentration of specialist arts expertise and knowledge in Wales
- **raising the profile of the arts in Wales** – we're the national voice for the arts in Wales, making sure that people are aware of the quality, value and importance of the country's arts
- **raising money for the arts** – we attract more money into the arts economy in Wales, securing European funding for key initiatives and running income generating projects such as Collectorplan, our interest free loan purchase scheme for the visual arts and crafts
- **influencing planners and decision-makers** – the arts can have a dramatic impact on the quality of people's lives, and the places in which they live and work. Our job is to ensure that this is recognised, valued and celebrated
- **developing international opportunities in the arts** – through our agency, Wales Arts International, we encourage international exchange and collaboration
- **promoting high quality performances in local communities** – our Night Out scheme provides helps promote the arts in local venues across Wales



Our headline targets for 2018

Objective	Measure
1. Creating the environment for the arts to flourish	A dynamic portfolio of Welsh artists and arts organisations winning National recognition for the quality of their work.
2. Increasing the value of International cultural exchange to the arts in Wales	A 25% growth in the international activity of our portfolio companies, other arts enterprises and individuals, demonstrating increased capability to work internationally with critical success.
3. Finding new opportunities, ways and places for people to enjoy and take part in the arts	A 3% increase in levels of attendance and participation amongst low income individuals, families and communities.
4. Developing the creativity of children and young people	30,000 school aged young people showing improvements in literacy, numeracy and attainment as a result of their engagement in arts and creative learning activities.
5. Encouraging innovation, resilience and sustainability	A resilient portfolio of revenue funded organisations that has reduced by 5% its dependency on Arts Council funding, has increased earned income by 5% and has reduced its carbon footprint by 10%.
6. Protecting and growing the economic base for the arts in Wales	A 10% increase in income, additional to grant in aid and Lottery, generated by the Arts Council of Wales.
7. Demonstrating the value of the arts	A 5% increase in the level of positive public support for the importance of arts funding.
8. Making the Arts Council an efficient and effective public body	High levels of stakeholder satisfaction, as measured through independent external survey.

Our Operational Plan

You can find more detail about our work year by year by reading our [Operational Plan](#).

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Sinfonia Cymru at Bristol Proms 2014 (image: Mark Douet)