

Arts Council of Wales

# Operational Plan 2017/18

March 2017



Cyngor Celfyddydau Cymru  
Arts Council of Wales



Noddir gan  
**Lywodraeth Cymru**  
Sponsored by  
**Welsh Government**

*It's Art But It's Not*, The Trebanog Project. A partnership project with RCT Homes, Valleys Kids and Artes Mundi  
Artist: Owen Griffiths (image: Michal Iwanowski)



## Foreword

### from the Chair and Chief Executive of the Arts Council of Wales



These are challenging times for the publicly funded arts in Wales.

This isn't because people don't care about them – the public are enjoying and taking part in the arts in large numbers. It isn't because the work is poor – critical acclaim and international distinction tells us differently.

The arts remain vulnerable because continuing economic pressures are forcing uncomfortable choices about which areas of civic life can argue the most persuasive case for support.

Fortunately, the Welsh Government recognises and understands the value of arts and creativity. Even in these difficult times, the Government is increasing its funding to the Arts Council in 2017/18 by 3.5%. This vote of confidence in Wales' artists and arts organisations is as welcome as it's deserved. But economic austerity continues and this increases our responsibility to ensure that the benefits that the arts offer are available to all.

If we want Wales to be fair, prosperous and confident, improving the quality of life of its people in all of the country's communities, then we must make the choices that enable this to happen – hard choices that will require us to be clear about our priorities. We intend over the coming years to make some important changes – not recklessly or heedlessly, but because we feel that we must try harder to ensure that the benefits of the arts are available more fairly across Wales. It is time to tackle the lack of engagement, amongst those not traditionally able to take part in the arts and in those places where the chance to enjoy the arts is more limited. Because, whilst talent is everywhere, opportunity isn't. So our mission must be to extend further and reach deeper, in genuine pursuit of our Mission – “making the arts central to the life and well-being of the nation”.

It's not a mission that we can deliver on our own. We have an energetic network of funded organisations (especially our Arts Portfolio Wales), local authorities who are committed to their communities, and a variety of organisations and individuals who give voluntarily of their time and effort to keep the arts alive across Wales. All have a role to play as we work together to make Wales a creatively active nation.

The opportunity is in reach. We know that the arts have the potential to illuminate and give life to the wide range of strategies that underpin public life. From arts and health to cultural tourism, public art to town centre re-generation, the arts can bring meaning, authenticity and enjoyment to our everyday lives. They create and sustain jobs, enrich education services, bring people together, make Wales a better and more creatively active nation. These are surely things worth fighting for.

A handwritten signature in black ink that reads "Phil George". The signature is written in a cursive, flowing style.

Phil George  
Chair, Arts Council of Wales



Our Operational Plan this year reflects an important moment of change. Over the past 12 months we've undertaken a thorough examination of what we do and how we do it – what we've called our Organisational Review. The Review was designed to reduce our running costs, ensuring that as much money as possible goes directly into the arts. However, the outcome of our Review will be challenging. The cumulative impact of two Reviews in five years reduces our staff numbers by around 25%. This is significant.

It means a tighter focus on our priorities and a simplification of the way we work. It's all about ensuring that we remain relevant and fit for purpose – challenging in our targets, but realistic in what we feel we can achieve.

During 2017/18 we'll be implementing our new staff structure and making some changes to how we work. With National Lottery funding for the arts likely to reduce in coming years, we are going to have to sharpen up our priorities. Our revenue funded organisations – Arts Portfolio Wales – are already working hard to make themselves more resilient, lessening their dependence on public subsidy.

We need to apply a similar approach to those projects and organisations supported through Lottery funding. But ultimately, such organisational and financial housekeeping – important though it is – must only be a means to an end. We exist to find and invest in exceptional arts, and do everything we can to bring this work within reach of as many people as possible

How we'll do this is explained in this Operational Plan.

A handwritten signature in black ink that reads "Nick Capaldi". The signature is written in a cursive, slightly slanted style.

Nick Capaldi  
Chief Executive, Arts Council of Wales

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## Who we are

We are the country's official funding and development organisation for the arts. Our principal sponsor is the Welsh Government. We also distribute funding from the National Lottery and raise additional money where we can from other public and private sector sources.

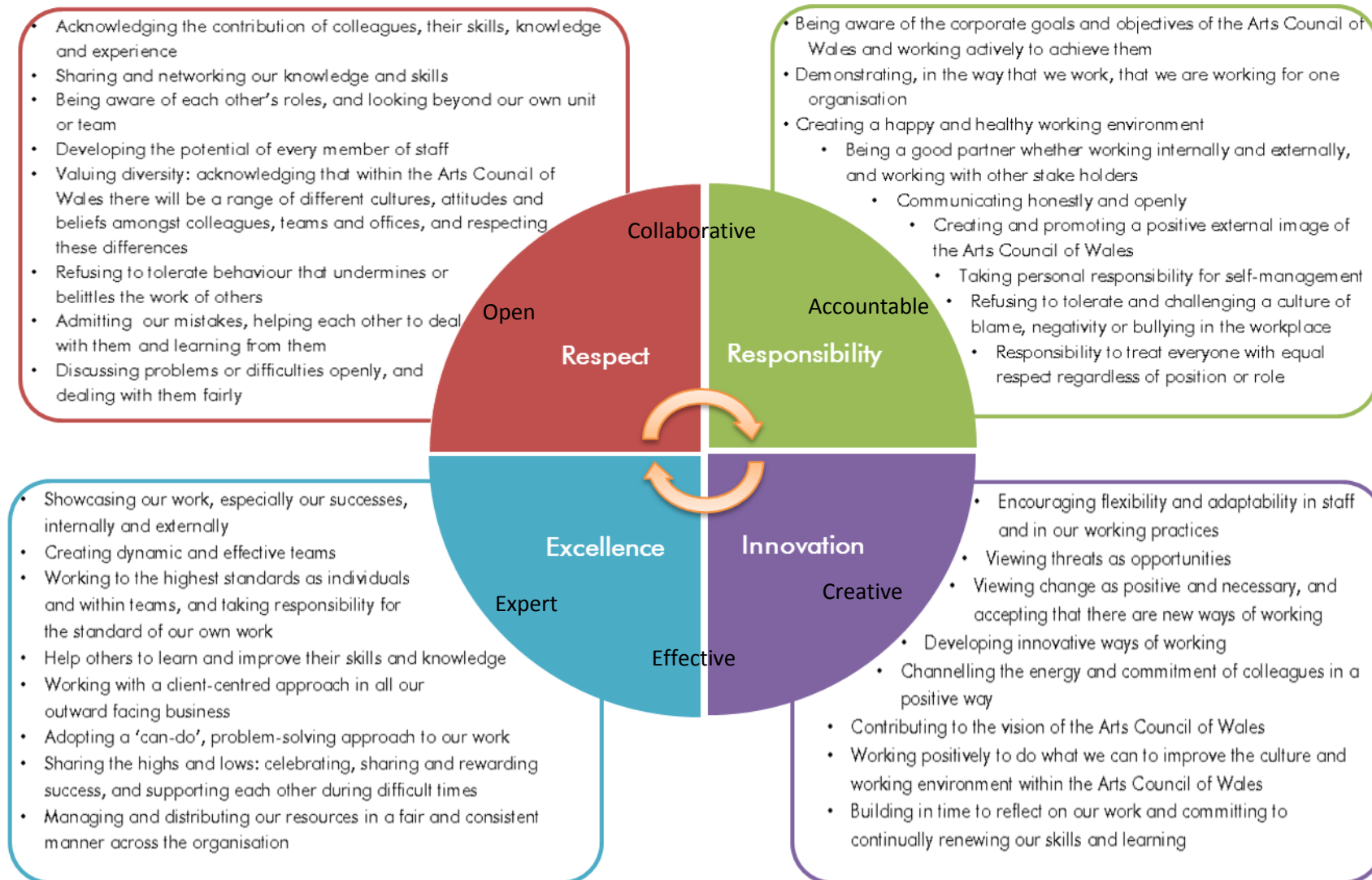
Working together with the Welsh Government, we support and promote the important contribution that the arts make to Wales.

We want to foster an environment in which the arts are able to flourish – an environment which identifies and nurtures creative talent, wherever it's found in Wales, to its full potential. Our work is informed by the principles that govern our work as a public body.

1	<b>Expert</b> We have within our staff advisers and networks the country's largest single source of arts expertise. We aim to improve and develop that expertise by drawing on the knowledge and expertise of artists, arts organisations and partners.
2	<b>Effective</b> The public rightly demands that the institutions they finance to be efficient and cost effective. Those who we work with expect us to get the basics right and to ensure that we manage our affairs in a straightforward and business-like way. We aspire to the highest standards of customer service.
3	<b>Creative</b> The arts thrive on inspiration, innovation and creativity. We must share these characteristics, being imaginative and forward-looking in the way that we develop and deliver our work.
4	<b>Collaborative</b> We recognise the value of joint working across the public and private sectors. We value partnerships and are committed to developing supportive and respectful relationships.
5	<b>Open</b> We behave in an open, honest and transparent way. We treat all who we work with consistently and without bias. We publish information explaining what we do, and welcome suggestions about how we can improve.
6	<b>Accountable</b> We operate at "arm's length" from government but within an agreed strategic framework. We make funding decisions based on the facts of each individual case and act in the best interests of the arts and our mission. We recognise, that as a public body we must account for our use of public funds.



# Our Corporate Values and Values in Action



## What we do

- **we support and develop high quality arts activity** – we invest public funding, using these funds to create opportunities for people to enjoy and take part in the arts
- **we distribute Lottery funds** – through applications to our Lottery funding programmes we're able to fund projects that develop new arts activity, supporting individuals, communities and organisations
- **we provide expert information and advice about the arts** – we're the national centre of a network of information and intelligence about the arts in Wales. We also have strong international links in the UK and beyond. Through our Council, our staff and our National Advisers we have the largest concentration of specialist arts expertise in Wales
- **we raise the profile of the arts in Wales** – we're the national voice for the arts in Wales, promoting the quality, value and importance of the country's artists and arts organisations
- **we generate more money for the arts economy** – we manage initiatives such as *Collectorplan* (our scheme to encourage more people to buy art); we secure European funding to grow the arts in Wales; and we have a presence at international events at home and abroad that open up new markets for Welsh artists
- **we encourage innovation and experimentation** – we promote projects and initiatives that transform the arts in Wales. From our arts education partnership with the Welsh Government (Creative Learning through the Arts) to technological change (Digital Research & Development), we are constantly looking for new ways for people to encounter and discover the arts
- **we influence planners and decision-makers** – the arts take place in many different settings. They can have a dramatic impact on the quality of people's lives, and the places in which they live and work. The arts are also frequently at the heart of initiatives for economic and social regeneration. Our job is to ensure that the contribution that the arts can make is recognised

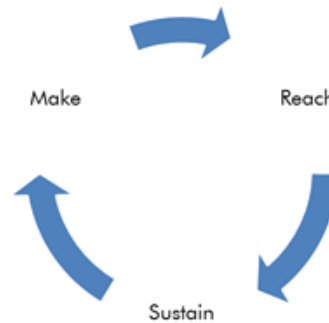


- **we develop international opportunities in the arts** – through our specialist agency, *Wales Arts International*, we develop partnerships with cultural organisations such as the British Council, we promote internationally the contemporary culture of Wales, and we encourage international exchange and collaboration between artists and arts organisations
- **we promote small-scale performances in local communities** – our *Night Out* scheme provides financial incentives to encourage the promotion of high quality arts activity in local community venues across Wales

## Our strategy

Our Mission:  
Making the arts central to the life and wellbeing of the nation

Our strategy is straightforward – it's summed up in the three words drawn from our arts development strategy, *Inspire...*



When we talk about **Make**, we mean artistic creation. We want to foster an environment in which our artists, arts organisations and creative enthusiasts can create their best work.

If we Make well, we inspire. And we must inspire the people of Wales to enjoy and take part in the best creative activity that our nation has to offer. Because we believe that the best experience of art only happens when that chord is struck – when what is made, connects. This is at the heart of 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.

Make: Reach: Sustain aligns with the Welsh Government's seven well-being goals, defined in its landmark Well-being of Future Generation legislation. The seven well-being goals are:

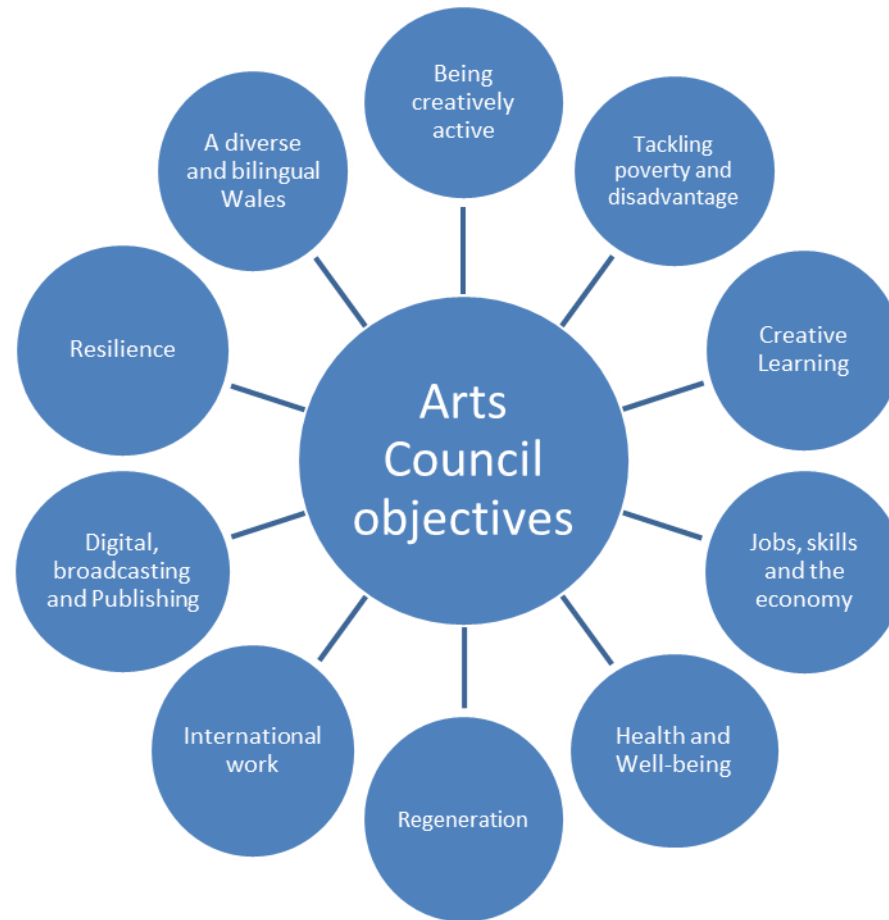
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|--|--|
| 1. A prosperous Wales:                                     | Prosperity <input checked="" type="checkbox"/> |
| 2. A resilient Wales:                                      | Resilience <input checked="" type="checkbox"/> |
| 3. A healthier Wales:                                      | Health <input checked="" type="checkbox"/>     |
| 4. A more equal Wales :                                    | Equality <input checked="" type="checkbox"/>   |
| 5. A Wales of more cohesive communities:                   | Community <input checked="" type="checkbox"/>  |
| 6. A Wales of vibrant culture and thriving Welsh Language: | Culture <input checked="" type="checkbox"/>    |
| 7. A globally responsible Wales:                           | Global <input checked="" type="checkbox"/>     |

Each of our target areas detailed in Appendix 1 includes a checklist against the seven well-being goals.

These goals inform the delivery of external and internal objectives that make up this Operational Plan. Our Values are informed by the five ways of working: Long term, Prevention, Integration, Collaboration, Involvement.

EXTERNAL		
Make	<ul style="list-style-type: none"> <li>Developing talent and creativity</li> </ul>	<ul style="list-style-type: none"> <li>A Wales of vibrant culture and thriving Welsh Language</li> <li>A more equal Wales</li> <li>A Wales of more cohesive communities</li> <li>A prosperous Wales</li> <li>A resilient Wales</li> <li>A healthier Wales</li> <li>A globally responsible Wales</li> </ul>
Reach	<ul style="list-style-type: none"> <li>Encouraging more people to enjoy and take part in the arts</li> </ul>	
Sustain	<ul style="list-style-type: none"> <li>Enabling a dynamic and entrepreneurial arts sector</li> </ul>	
INTERNAL		
Make	<ul style="list-style-type: none"> <li>Developing our people's skills and knowledge</li> </ul>	<ul style="list-style-type: none"> <li>An organisation committed to advancing a vibrant internal culture and thriving Welsh Language</li> <li>The creation of a workforce that better reflects diversity and equality</li> <li>An organisation of more cohesive teams</li> <li>A prosperous organisation</li> <li>A resilient organisation</li> <li>A healthier organisation</li> <li>A globally responsible organisation</li> </ul>
Reach	<ul style="list-style-type: none"> <li>Giving our staff a stake in our new organisation</li> </ul>	
Sustain	<ul style="list-style-type: none"> <li>Creating a dynamic and entrepreneurial Arts Council</li> </ul>	

The Welsh Government's expectations of us are set out in the annual Remit Letter. The Remit Letter sets 10 priority areas of activity (set out below) for the Welsh Government. These are delivered through Council's corporate objectives.



## Our Operating Environment

**The Welsh Government is the largest sponsor of Council's activities.**

The culture components in the Welsh Government's Programme for Government are set out in a new Culture Statement – [\*Light Springs through the Dark\*](#).

**This Culture Statement is informed by the Government's flagship legislation – the Well-being of Future Generations Act.**

The all-encompassing vision of the Act coincides with our belief in the place and function of the arts in contemporary Welsh society. The arts self-evidently contribute to our well-being and quality of life. This is why we believe that a culturally active country is a good place to live, work in and visit. A strong, creative and innovative country is also a diverse, productive and prosperous country. Ensuring that we make a positive contribution to the Well-being agenda will be a priority that informs all aspects of our work in 2017/18 and in our planning for the future. Our plan is developed by reference to the seven goals

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### Developing talent and creativity

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**We want to encourage the creation of exciting high quality arts.**

Artists and arts organisations need a supportive environment if they're to prosper – an environment which:

- identifies and nurtures creative talent, wherever it's found in Wales, to its full potential
- supports and celebrates imagination, innovation and ambition
- nurtures creativity through the medium of Welsh and English
- enables artists to develop a professional career in Wales, and organisations to exploit new markets
- offers a range of arts experiences for audiences to enjoy and take part
- develops the creative traditions of Wales and reinterprets them with contemporary relevance
- is international in outlook

Supporting the individual artist will continue to be at the heart of our work. Over the past two years we've been developing a series of initiatives focused on the individual creative professional. The implementation of these and further initiatives will continue during 2017/18. We will give

particular attention to the pathways that help creative professionals to develop and grow their work, the networks and informational content which build creative capacity, and the advice and support that helps to build careers.

In 2017/18 we'll be re-visiting how we interact with our major funded organisations – our Arts Portfolio Wales. The financial constraints that we must operate within mean that we must deploy a smaller staff team effectively. We'll obviously want to continue to offer a supportive, expert service to our Portfolio, but we must do so in the most efficient way that we can. We also want to ensure that we are clear about our common goals and priorities. The Arts Council cannot work in isolation, and our success depends to a large extent on the quality of the partnership with the Portfolio. We will work with the Portfolio to ensure more impact for the arts in areas that are ill-served or where the reach of the arts is under-developed. The Portfolio can make a big difference to opportunities for people to enjoy and take part in the arts and we will be looking to build a long-term partnership that increases engagement for audiences across Wales.

Our funding programmes underpin the work that is created and presented by our artists and arts organisations. Increased Government grant-in-aid has enabled us to pass on increases to all members of the Arts Portfolio Wales in 2017/18. However, deploying funds received from the National Lottery will be more challenging.

We expect that Lottery income to the Good Causes – of which the arts is one – will reduce in 2017/18. This means that we'll be looking at the funding programmes that we manage, and how funding is distributed. If we can make these processes simpler, we will. But we'll also need to be sure that funding is allocated in the right ways to achieve the strategic objectives that Council has agreed.

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## Encouraging more people to enjoy and take part in the arts

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**We want more of the people of Wales to be able to enjoy and take part in the best our nation has to offer.**

Too many barriers still 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 coming year. We aspire to a society that embraces equality and celebrates difference, wherever it's found in race, gender, sexuality, age, language, disability or poverty. After all, a generous, fair-minded and tolerant society is instinctively inclusive and values and respects the creativity of all its citizens.



Equalities legislation dictates that we must, through the delivery of our policies and services, be aware of the needs of individuals and communities who in legal terms are described as having “Protected Characteristics”. Important progress is being made, but we know that we’re not yet going far enough, fast enough. Council is determined to re-double its efforts in this area.

Council’s approach will be set out in our Strategic Equalities Plan. The Plan underpins all our objectives, and there will be no aspect of Council’s work that will not be informed by a concern to make the Arts Council and its activities fairer and more equal.

### **Creative participation will be at the heart of our engagement strategy.**

We attach particular value to the development of people’s creative potential as active participants in the arts. Our network of community arts organisations create opportunities across Wales, and other initiatives such as the *Fusion* project and *Ideas: People: Places* also bring together locally based partnerships committed to increasing participation and community engagement.

Our focus on engagement has its roots in our belief in the inspirational and transformational – the power of the arts to change people and the circumstances that affect their lives. These are life-long concerns. So regardless of social, cultural and economic background, we’ll work towards better equity and effectiveness of provision.

### **One of the obvious ways we encourage engagement is through people’s use of their language of choice.**

We’re a bi-lingual nation – legally, socially, culturally, and as individuals and communities. Nothing makes Wales more distinctive than the Welsh Language. The Arts thrive on this and are a key component in continuing the Welsh language’s vital role at the heart of Welsh life and helping drive language development.

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 language.

And indeed a Wales where there are many languages.

Our vision embraces the fact that we’re many ‘Wales’, culturally, geographically, economically and linguistically. Languages provide the means to understand and enjoy an extraordinarily rich literature and culture. 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.

### **Our Creative Learning programme is the anchor-point for our work with children and young people.**

Soon to enter its third year of five, this innovative joint project with the Welsh Government will, during 2017/18, achieve a presence in over 500 schools (a third of schools across Wales). Creative Learning has a particular focus on using creative techniques to boost standards in literacy and numeracy. But the project is also providing the bridge-head into wider activities that promote young people's skills and creativity.

### **Our commitment to well-being ensures that developing a more coherent approach to Arts & Health is an obvious priority.**

A growing volume of academic research has demonstrated the positive impact that engaging with creative activity and the arts can have on health and well-being. By supplementing medicine and care the arts can improve the health of people who experience mental or physical health problems.

Well-being, in its widest sense, is a key outcome of arts and cultural activity. Creativity, culture and the arts can help raise aspiration, confidence, a sense of community and cohesion, and individual and community well-being. They are a powerful force in the development of improved public health. Our priority during 2017/18 will be to work with Welsh Government colleagues and other stakeholders to identify appropriate points of contact around joint areas of work. We will do this through carefully targeted research.

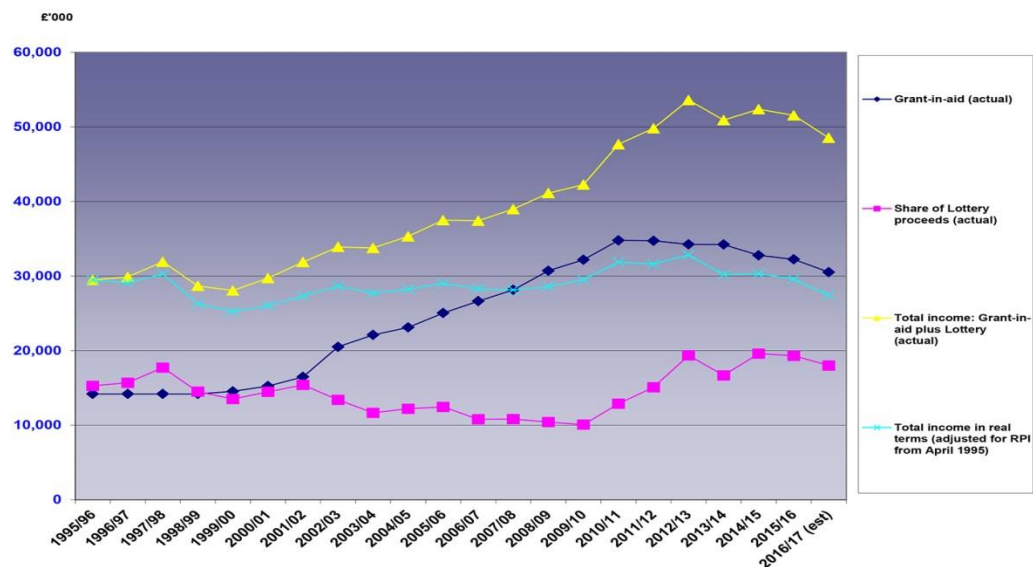
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## **Enabling a dynamic and entrepreneurial arts sector**

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### **Funding pressures continue to bite.**

From 2000 there was more than a decade of sustained public and Lottery investment in our cultural life. However, the five years of funding cuts that followed have meant that the growth in Welsh Government funding in the 1990s and 2000s has been eroded. Indeed, combined grant-in-aid and Lottery funding – adjusted for inflation – is actually less than it was 21 years ago.



**The squeeze on public funding is being exacerbated by lower than anticipated income from the National Lottery.**

Our modelling of National Lottery ticket sales suggests that our income this year could be between 11 and 16% short of what the DCMS anticipated that we might expect to receive. This equates to a potential loss of income of around £2m. This more than cancels out the increased funding that we'll receive from the Welsh Government in 2017/18.

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

**Achieving greater financial resilience will be especially important given that local authority partners are also struggling to maintain their support for the arts.**

The partnership between the Arts Council of Wales and Local Government provides the foundation of the arts in Wales. However, funding reductions in local authority funding to the arts continued during 2016/17 with most local authorities currently saying that they will be making no financial contribution to cultural provision by 2020.

In some cases local authorities are simply reducing, or cutting, activity – others are taking more radical action, typically devolving their arts services and facilities to independent trusts or commercial operators.

Faced with diminishing resources, local government's future cultural purpose is increasingly shifting towards sustaining a strategic context rather than to directly running an arts team or an events programme. This means that authorities are trying to promote their cultural ambitions by providing a framework for collaboration and co-operation in which a range of other partners can help to achieve outcomes collectively.

Even under the current economic austerity, local authorities still control important cultural levers in terms of asset ownership (land and buildings) and statutory planning. Our challenge – at least in the short-term – is to work with local government to enable the creative use of public assets for social purposes in ways that don't drive up already hard-pressed revenue budgets. This is likely to be a feature in the way that the new Public Service Boards will operate. The Boards will pull together a range of economic, social and cultural objectives and we must be ready to respond and to show how we can make a difference operating in a range of localities across the country.

#### **Large place-based infrastructure projects offer potential opportunities.**

A new planning framework is being built that will facilitate large-scale private sector investment in our principal cities and regions. But these developments cannot be justified solely on the basis of the physical infrastructure that they create. They need to be part of an holistic view of the way that a locality lives and breathes and the well-being it creates. Culture holds the key and community engagement needs to go hand-in-hand with the physical regeneration of 'place'.

#### **If the arts in Wales are to take advantage of these opportunities, they'll need strong, entrepreneurial leadership.**

The arts sector needs to understand the new places and contexts within which creative opportunities might be found. This means building a sector that is imaginative, innovative and able to capitalise on its public investment. The best organisations do this, but we're determined to bring all of our key organisations up to the standard of the best. A resilient organisation is intimately embedded within the community that it serves and it 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.

A key part of our business support strategy has been the recent launch of a new *Resilience* programme for our Arts Portfolio Wales (those significant arts organisations that receive annual arts funding). There are two aspects to the programme – the provision of expert diagnostic advice, and capital

investment (if justified) to enable change and capacity building. This programme has the potential to be far-reaching. It challenges organisations to be better – in the quality of their work, the depth of their engagement, their use of new technologies and the durability of their financial stability.

We will also work with partners on a workforce strategy.

Our partnership work in recent years has been critical to add value, and we will continue Public Value partnership work with the BBC, S4C and others we have partnered with.

**For some, greater financial stability depends on securing business opportunities further afield.**

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' arts contribute powerfully to the development of our cultural relations with the rest of the world. Many of Wales' 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 through Wales Arts International between ourselves, the Welsh Government 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.

## Organising our work

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

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.

We're a champion for the arts in Wales, but we're careful to spend no more on ourselves than is absolutely necessary. It's the arts themselves that are the proper focus for the investment of the public's money.

As we wrestle with the continuing challenges of economic austerity, we ourselves must show that we're operating efficiently. This isn't new. Over many years we've saved money by simplifying processes, reducing staff numbers and making better use of technology. We will do this again during 2017/18.

### Internal and External Audit

As a public sector organisation, Internal Audit is an important component in ensuring that we operate in a fully accountable manner.

Internal Audit provides the Council, through its Audit & Risk Committee, and the Accounting Officer with an independent and objective opinion on risk management, control and governance and their effectiveness in enabling us to achieve our corporate objectives.

External Audit is the process by which the Council's financial transactions and systems are independently checked and verified each year by the Wales Audit Office.

### Assurance, accountability and internal control

The Arts Council has systems of internal control based on a Corporate Assurance framework. This is underpinned by regular management information, documented administrative procedures (including the segregation of duties), and a system of delegation and accountability. Our Audit Committee monitors our approach to risk management, including periodic review of our risk policy, the monitoring of the corporate risk register and any issues arising.

The Chief Executive has overall responsibility for the system of internal control. As Accounting Officer, the Chief Executive has responsibility for maintaining a sound system of internal control that supports the achievement of Council policies, aims and objectives whilst safeguarding the public funds and resources. Council produces a Governance Statement each year as part of our statutory accounts.

### **Risk Management**

We recognise that being creative sometimes requires us to take risks. In making strategic decisions, we aim to manage risk to a reasonable level – and exploit the opportunities that effective risk management affords us – rather than eliminate all risk of failure to achieve policies, aims and objectives.

Risk management and the review of risks are fully linked into our Corporate Planning Process, with risks being considered at the same time as the development of objectives and outcomes.

Policies and procedures have been drafted to ensure that there is adequate detection and response to inefficiency, conflict of interest and, as far as possible, fraud. These are reviewed regularly and updated as necessary as part of an ongoing process to ensure business continuity.

### **Information Security**

Information is important to us. It helps us to develop our strategic direction, inform our decision-making and operate effectively and efficiently. We have a duty to manage the integrity, availability and confidentiality of the information we hold.

In order to fulfil this duty, on a regular basis, we:

- assess the importance of our information
- assess and manage our information risks
- ensure all staff understand their roles and responsibilities in managing information
- ensure we have the right skills and technical capabilities to manage information
- embed the management of information in our business processes

We comply with our Information Security Policy through our defined approach to risk management.



## Equalities

Our Equal Opportunities Policy and Code of Best Practice sets out our overarching commitment to ensuring that we place equality issues in the mainstream of our work and our relationships with funded bodies and other partners. In compliance with our duty as a Public Body, we've published a Strategic Equality Plan – a holistic approach to addressing all of the protected characteristics specified in the Equality Act 2010. This signals our intent to adopt an active and forward-looking approach to valuing diversity and equality.

Our Equalities Monitoring Group, comprising staff from across the organisation, external advisers and chaired by a Council Member, monitors progress in implementing our Strategic Equality Plan.

## Financial information

### Government grant-in-aid will increase for 2017/18.

Our budget for 2017/18 is:

	2016/17 Remit Letter	2017/18	Cash change
APW (GiA funded only)	25,840,000	26,744,000	904,000
Strategic funds	2,600,000	2,500,000	-100,000
Running costs	2,031,000	2,250,000	219,000
Transition		43,000	43,000
<b>Total</b>	<b>30,471,000</b>	<b>31,537,000</b>	<b>1,066,000</b>

Income from the National Lottery will decrease next year. Based on the latest DCMS projections, we expect income to be around **£16m**. However, projections tend to be volatile and this is not a guaranteed figure.

	2016/17 (mid-year review)	2017/18	Change
Capital	3,002,000	7,656,100	4,654,100
Revenue schemes	10,543,240	10,810,000	266,760
Creative Learning through the Arts	2,282,760	3,735,850	1,453,090
Delegated funding	1,602,000	1,721,000	119,000
Non-grant project funding	404,000	350,000	-54,000
Running costs ( <i>net of savings target</i> )	2,123,000	1,800,000	-323,000
Transition costs		227,250	227,250
<b>Total</b>	<b>19,957,000</b>	<b>26,300,200</b>	<b>6,343,200</b>

Our [Arts Portfolio Wales](#) funding commitments for 2017/18 are set out in [Appendix 3](#).

## Appendix 1

### Our Mission –

“making the arts central to the life  
and well-being of the nation”.

# Make

Developing talent  
and creativity

Developing quality and  
range  
International working  
Nurturing creative talent  
Assessing quality  
Investing in  
infrastructure

# Reach

Encouraging  
more people to  
enjoy and take  
part in the arts

Local engagement  
Equalities  
Tackling poverty  
Creatively active nation  
Creative Learning  
through the Arts  
Arts and Health  
Audiences

# Sustain

Enabling a  
dynamic and  
entrepreneurial  
arts sector

Resilience  
New markets  
Research and advocacy  
Digital capacity  
Investment capacity

## Our external priorities

### Make - Developing talent and creativity

What we'll do	How we'll do it	Outcome	Budget
<p>1. Increase the quality and range of arts activity available across Wales.</p> <p><input checked="" type="checkbox"/> Culture <input checked="" type="checkbox"/> Equality <input checked="" type="checkbox"/> Community <input checked="" type="checkbox"/> Prosperity</p> <p><input checked="" type="checkbox"/> Resilience</p>	<ul style="list-style-type: none"> <li>• agree annual programme of work with our Arts Portfolio Wales</li> <li>• develop our support for creative professionals, including our Creative Wales awards</li> <li>• increase investment in under-represented areas of cultural activity</li> <li>• undertake rolling review of the effectiveness of our funding programmes</li> </ul>	<ul style="list-style-type: none"> <li>• Funding Agreements specifying programmes of work</li> <li>• establishment of Creative Wales Alumni network</li> <li>• increase in amount of work supported</li> <li>• completed reviews of our National Lottery funding strands</li> </ul>	<p>APW funding</p> <p>Creative Wales/Support for Individuals</p> <p>All Lottery programmes (especially Production, Creative Steps and Unlimited)</p> <p>Strategic funds/National Lottery</p>

What we'll do	How we'll do it	Outcome	Budget
<p>2. Invest in high quality places, facilities and equipment that help artists and arts organisations to produce their best work</p> <p><input checked="" type="checkbox"/> Culture <input checked="" type="checkbox"/> Prosperity <input checked="" type="checkbox"/> Resilience <input checked="" type="checkbox"/> Global</p>	<ul style="list-style-type: none"> <li>• progress key projects in our Capital programme</li> <li>• test the potential/feasibility of new developments</li> <li>• Scope future approach to Capital Projects and Funding</li> </ul>	<ul style="list-style-type: none"> <li>• Oriel Myrddin, Oriel Davies, Pontypridd YMCA</li> <li>• contribute to Feasibility Studies (such as for National Art Gallery)</li> </ul>	<p>National Lottery Capital</p>
<p>3. Identify, develop and nurture creative talent</p> <p><input checked="" type="checkbox"/> Culture <input checked="" type="checkbox"/> Resilience</p>	<ul style="list-style-type: none"> <li>• invest in projects and strategic initiatives that enable young people to create work and build their skills</li> <li>• develop strategic partnerships with the Higher Education sector and establish the appropriate ways and means of engaging with the Further Education sector</li> </ul>	<ul style="list-style-type: none"> <li>• Criw Celf programme secured for 2 year period</li> <li>• establishment of 'new' NYAW</li> <li>• a sustainable strategy for supporting Music Education services</li> <li>• develop strategic work with Bangor, Aberystwyth, Swansea, RWCMD/USW, Cardiff School of Art And Design and a strategy for FE engagement</li> </ul>	<p>National Lottery and Strategic funds National Lottery and Strategic funds APW Portfolio/National Lottery</p>

What we'll do	How we'll do it	Outcome	Budget
<p>4. Encourage opportunities for international working in the arts and greater internationalism</p> <p><input checked="" type="checkbox"/> Culture <input checked="" type="checkbox"/> Prosperity <input checked="" type="checkbox"/> Resilience <input checked="" type="checkbox"/> Global</p>	<ul style="list-style-type: none"> <li>developing scope of International work within our renewed approach to our Corporate Plan</li> <li>agreeing partnership programme with Welsh Government</li> <li>Further partnering work with British Council</li> <li>Investing in international collaboration</li> </ul>	<ul style="list-style-type: none"> <li>International strategy agreed with partners and published for future years</li> <li>an agreed programme of partnership activity</li> <li>a programme of work supporting the MoU with China</li> <li>a programme of work supporting India Wales</li> <li>developed approach to showcasing</li> <li>programme of International Opportunities Fund awards</li> </ul>	<p>Strategic Funds/ National Lottery</p> <p>International Opportunities Funding</p>
<p>5. Monitor, assess and report on the quality of work available across Wales</p> <p><input checked="" type="checkbox"/> Culture <input checked="" type="checkbox"/> Resilience</p>	<ul style="list-style-type: none"> <li>Quality Appraisal of APW and Lottery projects</li> <li>work with National Advisers</li> </ul>	<ul style="list-style-type: none"> <li>2 Quality Appraisal reports for each member of APW</li> <li>Quality Appraisal undertaken on 30 Lottery projects</li> <li>development of strategy informed by input of National Advisers</li> </ul>	<p>Running costs</p>



## Reach - Encouraging more people to enjoy and take part in the arts

What we'll do	How we'll do it	Outcome	Budget
6. Increase activity and engagement in localities with under-developed reach of the arts <input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/> Culture Equality Community Prosperity	<ul style="list-style-type: none"> <li>adjust our funding strategy</li> <li>develop partnership approach with APW</li> <li>Complete Ideas People Places projects and scope legacy</li> <li>Partnership programme with Artworks Cymru</li> </ul>	<ul style="list-style-type: none"> <li>increased levels of allocated funding</li> <li>extended patterns of work from APW</li> </ul>	National Lottery APW
7. Increase activity and engagement in and with under-represented members of the community ("Protected Characteristics" groups) <input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/> Culture Equality Community	<ul style="list-style-type: none"> <li>adjust our funding strategy</li> <li>develop partnership approach with APW</li> <li>Implement our Strategic Equality Plan (2017-21)</li> <li>develop <i>Hynt</i></li> </ul>	<ul style="list-style-type: none"> <li>increased levels of funding</li> <li>extended patterns of work from APW</li> <li>extend current <i>Hynt</i> contract</li> </ul>	National Lottery APW
8. Increase activity and engagement amongst people from poorer and disadvantaged communities, promoting the creatively active nation <input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/> Culture Equality Community Health	<ul style="list-style-type: none"> <li>develop partnership approach with APW</li> <li>invest in projects that build new arts partnerships</li> <li>implement our projects targeting young people from disadvantaged communities</li> </ul>	<ul style="list-style-type: none"> <li>extended patterns of work from APW</li> <li>Increased involvement in <i>Fusion</i> projects</li> <li><i>Fusion</i>, Rawfest, Family Arts</li> </ul>	APW National lottery Strategic Budgets
9. Developing audiences for the arts <input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/> Culture Community Prosperity Global	<ul style="list-style-type: none"> <li>investing in Touring activity, including Night Out</li> <li>engaging with the non-professional and voluntary sector</li> <li>developing new initiatives that engage with, promote and market opportunities to experience the arts</li> </ul>	<ul style="list-style-type: none"> <li>nationally funded tours</li> <li>at least 530 Night Out performances</li> <li>BBC Get Creative?</li> <li>strategies for capitalising on 'themed Years', A55 corridor, City/Capital regions/Metro</li> </ul>	National Lottery Touring Night Out  National Lottery

What we'll do	How we'll do it	Outcome	Budget
<p>10. Increase opportunities for engaging in the arts in schools and embed arts and creativity as integral to the new curriculum for Wales.</p> <p><input checked="" type="checkbox"/> <input checked="" type="checkbox"/> Culture Community</p>	<ul style="list-style-type: none"> <li>• Creative \Learning through the Arts</li> </ul>	<ul style="list-style-type: none"> <li>• 500 schools involved in Lead Creative Schools scheme</li> <li>• 8,000 children and young people creatively active</li> <li>• evidence demonstrates the positive impact of the arts and creativity on learning</li> </ul>	Creative Learning
<p>11. Establish strategic projects with Welsh Government that shift policy, practice and behaviours</p> <p><input checked="" type="checkbox"/> <input checked="" type="checkbox"/> Culture Health</p>	<ul style="list-style-type: none"> <li>• Arts and Health</li> </ul>	<ul style="list-style-type: none"> <li>• joint research commissioned in partnership with Welsh Government</li> </ul>	Strategic funds

## Sustain - Enabling a dynamic and entrepreneurial arts sector

What we'll do	How we'll do it	Outcome	Budget
<p>12. Assist artists, arts organisations and creative professionals to become more effective, innovative and resilient</p> <p><input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/> Culture Prosperity Resilience</p>	<ul style="list-style-type: none"> <li>invest in programmes of support and technical assistance that enable artists and arts organisations to become creatively and organisationally stronger: Our Resilience Programme and Business Development Services</li> <li>exploit potential of digital opportunities</li> <li>Research Workforce Development Strategy</li> </ul>	<ul style="list-style-type: none"> <li>at least 75% of APW completes Resilience by programme end</li> <li>launch of wider Business Development services</li> <li>partnership with NESTA</li> </ul>	<p>Resilience National Lottery</p> <p>Digital R&amp;D</p>
<p>13. Invest in projects that develop new market opportunities and platforms for the arts</p> <p><input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/> Culture Prosperity Resilience Global</p>	<ul style="list-style-type: none"> <li>develop and extend our BBC/S4C/ Digital platform initiatives</li> <li>promote international collaboration</li> <li>support national/international 'showcase' events</li> </ul>	<ul style="list-style-type: none"> <li>Launchpad and Horizons</li> <li>Cymru yn Fenis</li> <li>Wales in Edinburgh</li> </ul>	<p>National Lottery Strategic Budgets</p>
<p>14. Improve the quality, accuracy and availability of data and intelligence on the arts in Wales</p> <p><input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/> Culture Prosperity Resilience</p>	<ul style="list-style-type: none"> <li>offer enhanced digital/online service</li> <li>develop our potential as an Official Provider of Statistics</li> <li>invest in research and data gathering about the arts in Wales</li> </ul>	<ul style="list-style-type: none"> <li>launch of new Arts Council website</li> <li>join Open Government data scheme</li> <li>extend Audiences Insights</li> </ul>	<p>Running costs</p>
<p>15. Develop public sector relationships that maximise investment for the arts</p> <p><input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/> Culture Community Prosperity</p>	<ul style="list-style-type: none"> <li>develop relationships LAs/PSBs/City Regions</li> <li>explore opportunities for extending our approach to 'place based' regeneration</li> </ul>		<p>National Lottery</p>

<p>16. Generate additional income for the arts</p> <p><input checked="" type="checkbox"/> Culture <input checked="" type="checkbox"/> Prosperity <input checked="" type="checkbox"/> Resilience <input checked="" type="checkbox"/> Global</p>	<ul style="list-style-type: none"> <li>• develop fundraising strategy</li> <li>• European Funded Projects</li> <li>• Collectorplan</li> </ul>	<ul style="list-style-type: none"> <li>• European funding, Trusts, Foundations, business sponsors, Creative Europe Desk,</li> <li>• National Endowment for Music</li> </ul>	<p>National Lottery</p> <p>Welsh Government ( start up investment)</p>
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# Make

Developing our people's skills and knowledge

Framework to Manage Change

Activity Audit

# Reach

Giving our staff a stake in our new organisation

Access Points  
Build our Human Capacity  
Build our Social Capacity  
Staff Induction  
Learning and Development

# Sustain

Creating a dynamic and entrepreneurial Arts Council

Research and Advocacy  
Operational Efficiencies and Savings  
Promoting the reputation and profile of the Arts Council

**Make** - Developing our people's skills and knowledge

What we'll do	How we'll do it	Outcome	Budget
17. Provide a well-managed and effective transition to the new structure <input checked="" type="checkbox"/> <input checked="" type="checkbox"/> Culture Resilience	<ul style="list-style-type: none"> <li>• deliver a clear plan that supports staff through the change process</li> <li>• Transition and Implementation Plan (and the individual strands/tasks contained within it)</li> <li>• develop the skills, expertise and confidence of our staff</li> </ul>	<ul style="list-style-type: none"> <li>• completion of work plans for all members of staff</li> <li>• delivery of an induction programme supported by Learning and Development</li> </ul>	Running costs
18. Improving the quality of our key HR processes <input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/> Culture Community Resilience	<ul style="list-style-type: none"> <li>• improving performance management</li> <li>• supporting staff improvement through Learning and Development Programme</li> </ul>	<ul style="list-style-type: none"> <li>• improved systems of staff appraisal</li> <li>• introduction of 360 degree appraisal for SLT</li> </ul>	Running costs

**Reach** - Giving our staff a stake in our new organisation

What we'll do	How we'll do it	Outcome	Budget
19. Providing accessible services and contact points across Wales (enhancing the Arts Council's 'footprint') <input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/> Culture Community Resilience Global	<ul style="list-style-type: none"> <li>• establishing relationships/partnerships with other networks</li> </ul>	<ul style="list-style-type: none"> <li>• new strategy for local contact and engagement</li> </ul>	Running costs
20. Improving our digital presence/capacity <input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/> Culture Community Resilience Global	<ul style="list-style-type: none"> <li>• improving our use of our website and social media</li> </ul>	<ul style="list-style-type: none"> <li>• new web site launched</li> </ul>	Running costs

<p>21. Being better informed about arts and audiences across Wales</p> <p><input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/> Culture Community Resilience</p>	<ul style="list-style-type: none"> <li>• enhance our research capacity</li> </ul>	<ul style="list-style-type: none"> <li>• improved quality and range of data</li> </ul>	<p>Research</p>
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**Sustain** - Creating a dynamic and entrepreneurial Arts Council

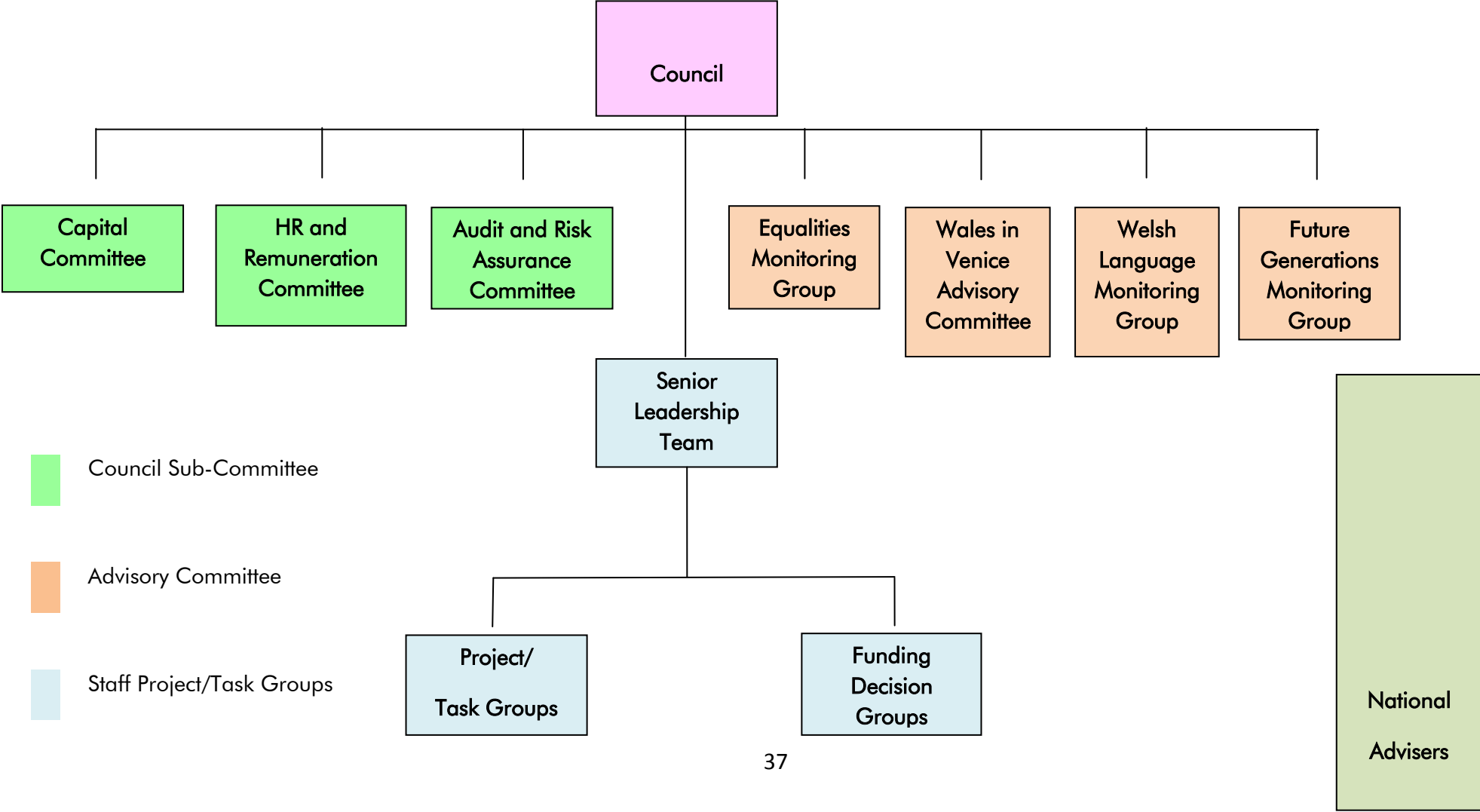
What we'll do	How we'll do it	Outcome	Budget
<p>22. Setting medium term financial strategy</p> <p><input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/> Culture Prosperity Resilience</p>	<ul style="list-style-type: none"> <li>• grant-in-aid funding targets (informed by analysis of outputs from "Resilience"</li> <li>• review of Lottery programmes</li> <li>• identifying any potential new sources of funding (WEFO, Welsh Government)</li> <li>• identifying opportunities to save money/reduce costs</li> </ul>	<ul style="list-style-type: none"> <li>• a "Case of for Investment" that can be shared with Welsh Government</li> <li>• additional funds secured</li> </ul>	<p>Resilience Research Running Costs</p>
<p>23. Establishing an effective, innovative and entrepreneurial Arts Council</p> <p><input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/> Culture Health Prosperity Resilience</p>	<ul style="list-style-type: none"> <li>• continuing investment in business simplification</li> <li>• imaginative/relevant use of technology</li> <li>• improving the quality of our data and research</li> <li>• complete Livelink/Sharepoint migration</li> <li>• investing in the well-being of staff</li> </ul>	<ul style="list-style-type: none"> <li>• simpler transaction management</li> <li>• completion of Migration project</li> </ul>	<p>Running costs</p>
<p>24. Promoting the reputation and profile of the Arts Council</p> <p><input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/></p>	<ul style="list-style-type: none"> <li>• improving stakeholder/relationship management</li> <li>• developing effective media relations</li> </ul>	<ul style="list-style-type: none"> <li>• Revised Stakeholder Relationship strategy</li> <li>• increased media coverage</li> </ul>	<p>Running costs</p>



Culture Community Resilience	<ul style="list-style-type: none"> <li>• ensuring excellent and accountable governance</li> <li>• completing Corporate/Operational planning processes</li> </ul>	of our activities <ul style="list-style-type: none"> <li>• positive programme of internal/external audit reviews</li> <li>• Plans published</li> </ul>	
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# Appendix 2

## Governance structure



## Appendix 3

### Arts Portfolio Wales 2017/18

Organisation	2016/17
<p><b>Aberystwyth Arts Centre</b></p> <p>Aberystwyth Arts Centre was founded in 1972 and forms part of the Aberystwyth University campus at Penglais. The Arts Centre is a major regional venue for the area and provides a wide range of arts activities: drama and music performances, film, dance, craft, contemporary art, literary events and festivals. It also has ancillary facilities such as shops and cafés.</p> <p>The Arts Centre is a registered charity. Its main aim is to 'provide a wide ranging, involving and fully accessible experience of the arts to all sections of the bilingual and bi-cultural community of mid and west Wales'.</p> <p>The Arts Centre has been awarded two significant Capital Lottery grants for the award-winning schemes, the most recent of which was completed in 2009.</p>	<p>£536,645</p>
<p><b>Arad Goch</b></p> <p>Cwmni Theatr Arad Goch was established in 1989 and it is a company limited by guarantee and a registered charity. The objectives of Cwmni Theatr Arad Goch are: 'Promoting, maintaining and developing the public's awareness through promoting educational drama and activities in the visual arts especially through activity which includes the arts, drama, mime, improvisation, opera, burlesque and literary</p>	<p>£346,887</p>

<p>publications.'</p> <p>Cwmni Theatr Arad Goch provides theatre for young audiences nationally and the main areas of the theatre's activity is in Ceredigion, Carmarthenshire and Pembrokeshire. Cwmni Theatr Arad Goch has strong international connections and arranges the International Theatre Festival for Young People, Open Doors, which is held every two years in Aberystwyth. Cwmni Theatr Arad Goch provides high quality contemporary theatre through the medium of Welsh and English (back-to-back productions) and bilingual workshops. Cwmni Theatr Arad Goch works out of the theatre's renovated offices in Aberystwyth.</p> <p>The company marked its 25th birthday in 2014.</p>		
<p><b>Artes Mundi Prize Limited</b></p> <p>Artes Mundi Prize Ltd is a registered charity and a company limited by guarantee. The organisation was formally established in June 2001 as a biennial contemporary visual arts initiative. It is international in scope, celebrating and recognising artists from across the world. The 'Prize' was awarded for the first time in 2004, with an exhibition at the National Museum and Gallery in Cardiff.</p> <p>It exists to develop and increase audiences for contemporary visual art through the Artes Mundi exhibition, a commissioning programme, innovative collaborations and a strong media and new media presence.</p> <p>Artes Mundi 6 exhibition was held in the National Museum Wales in 2014 and further partner venues in Cardiff and Wales. This includes ancillary work in education, engagement, publishing and new media and communications.</p>		£147,962
<p><b>Artis Community Cymuned</b></p> <p>Artis Community Cymuned is a professional community arts organisation and registered charity originally set up in 1983. It provides opportunities for taking part in creative processes that enable people to create art works of meaning to their lives and communities. After 25 years at the Park and Dare Theatre, Artis Community Cymuned relocated to offices in Pontypridd in 2009. The work is delivered on an outreach</p>		£199,960

<p>basis across the valleys communities of Rhondda Cynon Taff.</p> <p>The organisation has a core staff team of practising artists and finance/administrative workers and engages up to 30 outreach freelance artists. Its work spans the areas of community dance (involving 400 participants on a weekly basis), dance in education/training, dance theatre, public/visual art, digital art and combined art projects. Work is accomplished collaboratively, sharing values which aim to reach, engage and involve people of all ages, abilities and ethnicity in an affordable and quality programme, open to all (aged 3 to 93+ years), as participants or audiences.</p> <p>Artis is currently leading a project to refurbish the YMCA building in Pontypridd.</p>		
<p><b>Arts Alive</b></p> <p>Arts Alive Wales is an arts organisation based in Crickhowell, South Powys, established as an educational charity since 1992. Its mission is to enrich the lives of people in the rural and post-industrial communities of Mid and South East Wales through meaningful participation in compelling and high quality contemporary arts and culture. Arts Alive works with professional artists to provide opportunity and experience across our region in activities that engage, inspire and enhance quality of life. The organisation believes that creative expression is fundamental to wellbeing and that participation in the arts can transform lives, particularly for those who are vulnerable.</p> <p>Arts Alive was a new entrant to the Portfolio in 2016.</p>		£77,625
<p><b>Arts Care Limited</b></p> <p>ArtsCare GofalCelf (ACGC) is a community arts organisation that has been delivering participative arts programmes across the counties of Carmarthenshire, Pembrokeshire and Ceredigion for over 25 years. It aims to 'facilitate a better life through participation in high quality arts.'</p> <p>The organisation has particular experience and expertise in working with disadvantaged people and has a unique register of over 140 professional artists in all artforms. Since 2009 ArtsCare has also been funded by the Arts Council of Wales to develop community dance activity in Pembrokeshire and Carmarthenshire.</p>		£132,915

<p>Broadly, ArtsCare’s activity currently falls into four categories which cross-over and interact. They are: Arts in Health and Wellbeing; Arts in the Community; Public Arts, Events and Performance and the Professional Development of Artists.</p>		
<p><b>Arts Connection / Cyswllt Celf</b></p> <p>Arts Connection started life as a co-operative of artists based in Llanfyllin, north Powys, and became a company limited by guarantee in 1994. Working across a range of art forms including the visual arts, music, drama, new media and film, Arts Connection is funded as a community arts organisation working for a wide-ranging selection of communities, across an expansive region of mid and north Wales.</p> <p>As a community arts organisation Arts Connection provides activities for schools, children, young people, the learning disabled, individuals and communities in general. Partnerships with Powys Youth Service, Powys County Council, Communities First, local health boards, Mid Wales Chamber Orchestra, Welsh National Opera, Theatr Stiwt, Coleg Powys and various other grassroots community groups are evidence of its contribution to arts activity in Powys, Wrexham and the border areas.</p>		<p>£ 65,204</p>
<p><b>Ballet Cymru</b></p> <p>Established in 1986, Ballet Cymru is a professional ballet company based in Newport. It is a charitable company limited by guarantee. Its vision is ‘to establish a national touring chamber ballet that is distinctly Welsh, promotes a positive view of Wales, and excites audiences and participants through creating work that is innovative, inspiring and accessible.’</p> <p>The company was brought into the portfolio in 2011. Over its long history, it has established itself as a company which seeks to inspire a love of ballet amongst as wide an audience as possible. It is continually seeking out ways to improve how it does this through collaborations, training and creating high quality accessible work (offering venues a choice of a traditional ballet and/or a new work rooted in Welsh culture and tradition).</p>		<p>£252,376</p>
<p><b>Bangor University (Pontio)</b></p>		<p>£280,118</p>

<p>Bangor University was founded in 1884 to 'advance and disseminate learning and knowledge by teaching and research.' The University is the key driver behind the Pontio project, a new build arts facility which is located on a site previously occupied by Theatr Gwynedd and the students union.</p> <p>Pontio is a landmark building that brings together the arts and science and forges closer links between the University, the City and the region. Pontio will include a dynamic innovation hub, cutting edge teaching and learning facilities and a range of venues for performance and rehearsal. At the heart of the new complex is a new performing arts centre. This replaces the old Theatr Gwynedd which was closed and demolished in 2008.</p> <p>Pontio opened in February 2016.</p>		
<p><b>BBC National Orchestra of Wales (BBC NOW)</b></p> <p>BBC NOW is Wales' only full-time professional symphony orchestra. It is one of the BBC's six Performing Groups and has its home in Hoddinott Hall in the Wales Millennium Centre. The orchestra's antecedents lie in The National Orchestra, founded in 1928. It eventually became the BBC National Orchestra of Wales in 1993.</p> <p>The orchestra's contract strength is 83 players, with additional players brought in for individual concerts as the needs of repertoire dictate. The Chorus was formed in 1983 and is now one of the UK's leading symphonic choirs with an average strength of around 95 voices.</p> <p>As well as being one of the BBC's performing ensembles – providing an extensive programme of music for broadcast on BBC Radio 3 – the Orchestra has a busy programme of community and education work. It also provides soundtrack music for film and TV, including for Dr Who.</p>		£805,133
<p><b>Blackwood Miners Institute</b></p> <p>Blackwood Miners' Institute is the only professional venue in the county borough of Caerphilly. Its mission</p>		£129,375

<p>is to be the leading theatre within the South East Valleys, presenting the highest quality professional and community arts and entertainment, creating enriching cultural experiences for a diverse range of audiences and participants.</p> <p>Blackwood presents a programme of professional arts and entertainment, and is a resource for community and amateur organisations to create and present their own productions.</p> <p>It also provides a wide range of opportunities for people from all sectors of the community to take part in creative activities of their choice. Approximately 200 live events and 300 classes are programmed each year, with annual attendances (performances &amp; workshops) of approximately 34,000 people. The Institute has a main theatre space which seats 400 with flexible seating, a bar space which can also accommodate live performances for up to 250 people, and a dance studio which accommodates 30.</p>		
<p><b>Canolfan Gerdd William Mathias</b></p> <p>William Mathias Music Centre is a company limited by guarantee and a registered charity. The Centre was established in 1995 and began its work in 1999. Its mission is to 'promote and encourage the provision of musical activity in Wales, particularly through promoting the arts including music in relation to dance, drama, poetry, television and film'. The main work of William Mathias Music Centre is to provide regular voice and instrument tuition to individuals across north Wales.</p> <p>William Mathias Music Centre is based in Caernarfon, and is one of the organisations who are anchor tenants at Galeri. The centre has been based there since the Galeri opened in February 2005. William Mathias Music Centre became an Arts Council of Wales portfolio member for the first time in 2012 following our Investment Review in 2010.</p>		£80,251
<p><b>Chapter (Cardiff) Ltd.</b></p> <p>Chapter (Cardiff) Ltd is a company limited by guarantee and a registered charity. It was established in 1971 and its mission statement notes that it is "dedicated to developing contemporary culture, nurturing independent voices and providing public access to the arts." Chapter exists primarily as a centre for the</p>		£657,391



<p>production and exhibition of contemporary theatre, visual art and film.</p> <p>Based in an Edwardian school building in Cardiff, Chapter has developed a unique identity and international profile, whilst serving its local audiences with a wide range of innovative and creative performances, events and presentations. The centre receives around 800,000 visits from the general public each year.</p> <p>Chapter specialises in developing contemporary culture and focuses on nurturing new talent and providing space for experimental approaches to the arts. The organisation has established an international reputation for its work by supporting influential artists early in their careers.</p> <p>Through its dedication to providing public access to the arts, Chapter is an active and busy hub for a varied range of interests, artists and organisations.</p> <p>Chapter provides permanent studio, office and workshop spaces for resident companies in a range of art forms – including theatre, dance, carnival, music, visual art, photography and crafts.</p> <p>Over 300 organisations use the centre, comprising 110 voluntary and community groups, 100 professional cultural producers and more than 45 micro businesses. This represents the largest cluster of cultural businesses in Wales, and Chapter has a strong reputation as a creative ‘incubator’.</p> <p>The centre is home to 30 resident creative companies based in Market House and the main building. They are referred to as associated companies and artists who form an important part Chapter’s creative community and include Earthfall, Bafta Cymru, Theatr Iolo, Ffotogallery, Spinning Head Films, Rough Collie, Joanna Quinn’s Beryl animation, composer John Hardy, visual artist Simon Fenhoulet, and Coreo Cymru – the Creative Producer for Dance.</p>		
<p><b>Community Music Wales</b></p> <p>Community Music Wales (CMW) is a registered charity and company limited by guarantee, which was incorporated in 1990. CMW is an organisation that works nationally. Its primary aim is to contribute to the empowerment of disadvantaged groups and individuals by enabling them to participate in creativity</p>		<p>£105,329</p>

<p>and learning through participation in music- making.</p> <p>CMW provides a wide range of music activity, including workshops, training and mentoring to communities across Wales. The organisation has a reputation for excellence and currently operates with eight members of staff and around eighty community music tutors and mentors. With offices in Cardiff and Caernarfon it provides a fully bilingual programme of work.</p> <p>Delivery of grass roots activity centres on participatory music workshops providing opportunities for creative music making to those who live in disadvantaged communities and have little or no access to the arts. The majority of projects target people who are disadvantaged or suffer from social exclusion and aim to improve self-confidence, motivation and self-esteem.</p> <p>CMW's work is often client led, and engages with groups with specific needs including disabled people, homeless people, those with drug or alcohol problems and young offenders.</p>		
<p><b>Cwmni'r Fran Wen</b></p> <p>Cwmni'r Frân Wen's vision is to create theatre that fires the imagination, the mind and the heart and celebrates the wonder of the world. The company aims to make inspiring, exciting and challenging work for children and young people. Cwmni'r Fran Wen, founded in 1984, is based in Menai Bridge, Anglesey, It presents work mainly through the medium of Welsh in schools, theatres, community centres as well as in more unusual locations such as beaches, shops and nightclubs across north west Wales and beyond.</p> <p>Cwmni'r Frân Wen is principally funded by Arts Council of Wales, Gwynedd Council, Conwy County Borough Council and Anglesey County Council. In addition, Cwmni'r Frân Wen attracts income from European funds, commercial income and private sector sponsorship.</p>		£233,013
<p><b>Dawns i Bawb</b></p> <p>Established in 1988, Dawns i Bawb, a community dance organisation based at Galeri, is a charitable trust. Its aim is to promote the field of dance and related activities. It does this by bringing the work of professional artists to bear on all aspects of community life, by fostering dance education in schools, clubs</p>		£85,266

<p>and other areas of the community, and by providing a platform for performance by professional and amateur groups and companies.</p> <p>Dawns i Bawb's programme of activity extends across the three counties of north west Wales. During the past few years the organisation has grown significantly. It offers regular high quality community classes and education activities as part of the core artistic programme, covering youth provision, parents and toddlers, older people and adult provision. Working successfully in partnerships to maximise resources, the company caters for all parts of the community.</p>		
<p><b>Disability Arts Cymru</b></p> <p>Disability Arts Cymru (DAC), formerly Arts Disability Wales, is a registered charity that was established in 1982. The objects of DAC are to 'Advance education in the arts amongst disabled people in Wales by increasing participation in disability arts and other arts activities on equal terms with other members of the community; and promote and advance education in disability arts for the benefit of the public amongst individuals and organisations in Wales.'</p>		£165,417
<p><b>Ffilm Cymru Wales</b></p> <p>Ffilm Cymru Wales is the national body for the development of film in Wales, and an external lottery delegate of Arts Council of Wales and the British Film Institute (BFI). It is tasked with developing, implementing and managing film strategy and programmes to develop the business and art of film for Wales; the breadth and depth of film access for Welsh audiences, and the benefits of film education for the Welsh public.</p> <p>Ffilm Cymru's work spans making, seeing and learning with its main beneficiaries being the Welsh public across all ages, and new, emerging and established Welsh filmmaking professionals from the talent that makes films and the crew and services that facilitate them, to cinemas, festivals and education providers. The majority of its work is Business to Business facing, where it re-grants the majority of its funding to support the development of third parties, growing the film and creative sector, the offer for audiences and learning opportunities. Its beneficiaries include writers, directors, producers and Welsh companies,</p>		£1,400,000

<p>developing their skills, work and businesses.</p> <p>Its Wales-based audience development work is focused on enabling opportunities for all people in Wales to access a breadth of quality independent film. This is done, for example, by supporting and co-funding a portfolio of 17 independent, not-for-profit, arts-venues and 6 film festivals across Wales.</p> <p>Ffilm Cymru's learning activities centre around enabling the provision of high-quality film and media education that independent research has shown to improve literacy, communication and digital skills, as well as providing tools of social engagement and stimulating pathways to further learning.</p>		
<p><b>Ffotogallery</b></p> <p>Ffotogallery is the national development agency for lens based media and photography. It is a company limited by guarantee which was established in 1978. Based at Chapter, the organisation delivers a year round exhibition programme at Turner House in Penarth, an extensive education and outreach programme and publications.</p> <p>Ffotogallery's mission is to, "Develop the practice, enjoyment and understanding of contemporary photography and lens based media, in Wales and beyond...Our aim is to enrich the experiences of audiences and participants through artistic and educational programmes that are distinctive, innovative and stimulating."</p> <p>In 2015, Ffotogallery successfully managed the Cymru yn Fenis / Wales in Venice project, presenting artist Helen Sears as the Wales featured artist at the Venice Biennale.</p>		£199,472
<p><b>g39</b></p> <p>g39 is a dynamic artist led organisation established in 1998 by artists Anthony Shapland and Chris Brown. Over the last 16 years, g39 has developed as part resource, part gallery and part community showing the work of nearly 700 contemporary artists.</p> <p>Since relocating in 2011, g39 is now one of the largest spaces exhibiting contemporary visual art in Wales.</p>		£70,220

<p>g39 is committed to 'encourage understanding and awareness of contemporary visual arts' through the exhibition programme. It is also committed to 'show a minimum of 60% of artists of welsh parentage, born in Wales or working in Wales at the time of the exhibition.'</p>		
<p><b>Galeri Caernarfon Cyf</b></p> <p>Galeri was opened in 2004 and is a vibrant and versatile multipurpose centre providing a varied and quality arts programme for an inclusive and mixed audience. Galeri operates mostly as a presenting venue, but it also commissions, co-produces and co-ordinates touring productions.</p> <p>Galeri's programme of activity includes opera and musical theatre, classical concerts and world music, recitals and community opera. Galeri has been designated as a dance hub and works to develop and grow its audience in this field. Galeri's programme includes community dance, physical theatre, circus and extravaganzas on a large scale and international contemporary dance. Galeri programmes exhibitions of the visual arts and other activities include poetry and literature, comedy, workshops and participatory activities.</p> <p>Galeri also screens specialist films and animation projects. Galeri holds a film festival for children and young people. Galeri is also home to a number of creative businesses and cultural institutions including Bara Caws Theatre Company and William Mathias Music Centre.</p> <p>Galeri is a non-profit community enterprise.</p>		<p>£316,237</p>
<p><b>Glynn Vivian Art Gallery</b></p> <p>The Glynn Vivian Art Gallery (GVAG), Swansea's city art gallery, was built to house the original bequest of Richard Glynn Vivian (1835-1910) and opened in 1911. The Grade 2* listed building was subsequently extended with a modern wing in 1974, which houses the main exhibition space, picture stores and conservation studios.</p> <p>The Glynn Vivian bequest and subsequent acquisitions of additional historic and contemporary work makes the gallery unique and distinctive in Wales with collections second only, in terms of quality and scale, to the</p>		<p>£125,391</p>

<p>National Museum Wales.</p> <p>The gallery is registered with the Museums Library and Archives Council as a fully Accredited Museum and has category A security status, which permits it to borrow and exhibit the most prestigious and valuable artworks under the government's national and international indemnity scheme.</p> <p>Glynn Vivian is currently undergoing a major refurbishment.</p>		
<p><b>Hafren</b></p> <p>Hafren, based on the campus of Coleg Powys in Newtown, is a mid-scale presenting venue, sharing the theatre facility with the college. Originally the management of the theatre was the responsibility of Powys County Council.</p> <p>But this has now passed to Neath Port Talbot College Group under the terms of a Service Level Agreement. Hafren's catchment area includes the smaller towns and villages of Llanidloes, Rhayader, Llandrindod Wells, western Shrewsbury, Oswestry and Bishops Castle. This is roughly a geographic area of 500 sq miles.</p> <p>Hafren's programme consists of a mix of drama – classical, new writing and some Welsh Language; dance – ballet and contemporary; music – classical, folk, world, jazz and traditional Welsh language; opera, children's theatre and lectures. The venue also offers more broadly based popular music and entertainment including tribute bands, and comedy events.</p> <p>Regular slots are also given to local community groups such as Montgomery Federation of Young Farmers, Urdd, Newtown Musical Theatre Company, Montgomeryshire Music Festival, North Powys Youth Orchestra and local primary and secondary schools. Although not a producing house, Hafren is the production base for Mid Wales Opera and Ysgol Theatr Maldwyn.</p>		£107,014
<p><b>Head 4 Arts (Blaenau Gwent CBC)</b></p> <p>Head for Arts is a community arts organisation working across the four counties of the eastern region of the</p>		£ 150,470

<p>Heads of the Valleys. Established in 2008, it is run by a consortium of four local authorities - Blaenau Gwent, Caerphilly, Merthyr Tydfil and Torfaen.</p> <p>The organisation develops sustainable arts activities in various communities through a range of participatory arts activities. Arts professionals are employed in a range of disciplines including the visual arts, dance, music and drama, this allows the participants to learn new skills, make new friends or explore their creativity through participation.</p> <p>The areas in which the organisation is working are primarily focused on regeneration and job creation, so its role is to find ways of engaging people through the arts to raise aspirations and opportunities for the participants.</p>		
<p><b>Hijinx Theatre</b></p> <p>Hijinx Theatre was established in 1981, a charitable company limited by guarantee, it was incorporated in 1987. It 'aims to create high quality, inclusive theatre that is innovative, empowering and thought provoking'. Based as a resident company at the Wales Millennium Centre, Hijinx is committed to pioneering and promoting the inclusion of learning-disabled people and to creating a diversity of opportunities for participation. Hijinx has come through a period of transition following Arts Council of Wales' Investment Review 2010 and has re-emerged as a forward looking, innovative company, with the delivery of high quality inclusive theatre at its heart.</p>		£155,687
<p><b>Jukebox Collective</b></p> <p>Jukebox Collective is a creative company focused on the delivery of high quality street dance education, performance and consultancy. Founded on the principle of excellence in street dance being a right for all, its mission is to inspire, create and educate through street dance and hip hop culture, with a particular interest in the training and professional development of young people.</p> <p>Jukebox celebrates diversity and creativity whilst keeping a keen eye on business and a healthy dose of opportunism.</p>		£167,670

<p>Jukebox’s Artistic Director has a career spanning 20 years in dance with notable success in creating and training the under-16s dance crew from Cardiff – Jukebox Juniors. The Juniors enjoyed considerable TV fame, travelling the world and returning to the Jukebox Studios in Cardiff to pass on their skills.</p> <p>Jukebox Studios has been running for about 9 years and teaches the foundations of street dance forms, attended by all ages and often attracting harder to reach youth who are perceived to have social and economic barriers to accessing arts and education.</p> <p>Programmes of work within Cardiff over the years have included outreach to schools such as Willows High and Fitzalan, events such as Ely Carnival and dance education programmes at local Irish traveller sites. Jukebox also delivers a programme of classes in the 3Gs Development Trust in Merthyr.</p> <p>Jukebox is a new entrant to the Arts Council portfolio in 2016.</p>		
<p><b>Literature Wales</b></p> <p>Literature Wales is the National Company for the development of literature in Wales. It was established in April 2011 when Academi, the National Literature Promotion Agency and administrator of The Welsh Academy (the national Society of Writers in Wales), was re-launched to include Ty Newydd Writers' Centre.</p> <p>Based in Cardiff, Literature Wales' many current projects and activities include Wales Book of the Year, the National Poet of Wales, Bardd Plant Cymru and Young People's Laureate for Wales, Literary Tourism initiatives, Writers on Tour funding scheme, writing courses at Ty Newydd, Translators' House Wales, Services for Writers (including bursaries), Dinefwr Literature Festival, the Cardiff International Poetry Competition, John Tripp Award for Spoken Poetry and Rhys Davies Short Story Competition, and Young People's Writing Squads.</p>		£893,264
<p><b>Live Music Now! Wales</b></p> <p>Live Music Now (LMN) was founded by Yehudi Menuhin in 1977 with two overarching aims: to make high quality live music as widely accessible as possible; and to support professional musicians at the start of</p>		£45,140



<p>their careers.</p> <p>LMN musicians perform in a variety of different contexts. However, a particular feature of its activity is to take live performance to non-traditional venues and settings where audiences and participants would not normally have the opportunity to experience such activity.</p> <p>The organisation works across the UK and has had a dedicated Wales branch since 1990. From its base in Cardiff, LMN delivers its activities by working with committed partners across the whole of Wales.</p>		
<p><b>Llantarnam Grange Arts Centre</b></p> <p>Llantarnam Grange Arts Centre was founded in 1966 and became an incorporated charity in 1991. Located in a converted Victorian house in an area of parkland near Cwmbran’s shopping centre, Llantarnam Grange is building its reputation as the regional centre for the applied arts in south east Wales. It presents and tours exhibitions by local, national and international artists and makers and provides opportunities to show work by new and emerging practitioners from Wales and further afield. It also delivers an education and participation programme for people of all ages.</p>		£85,266
<p><b>Mid Wales Opera</b></p> <p>Mid Wales Opera (MWO) was established in 1988. It is a charitable trust and company limited by guarantee and is VAT registered. The organisation's aims are 'to educate the public in the Operatic Arts and to further the development of public appreciation and taste for the said Arts.' The organisation is based in Newtown, Powys.</p> <p>The company delivers a fully staged opera performance accessible to new and/or different audiences to those that can access work by the major companies. It does this by taking mainstream opera repertoire to venues which generally would not otherwise be able to offer this experience.</p> <p>The company provides employment opportunities for professional musicians and in particular offers opportunities to up-and-coming soloists to gain experience of major roles and to develop this over a</p>		£104,326

number of performances.		
<p><b>Mission Gallery</b></p> <p>Mission Gallery, formerly St Nicholas Church, was built in 1868 as a non-denominational place of worship for seamen visiting the port of Swansea. In 1977 the building became Swansea Arts Workshop, an artists' initiative managed and run by artists and volunteers.</p> <p>The gallery has been known as Mission Gallery since 1998. It is based within a designated regeneration area and forms part of a cultural hub of venues within Swansea's Maritime Quarter.</p> <p>Mission Gallery is currently developing plans to enhance and exploit their current facilities.</p>		£95,298
<p><b>MOSTYN</b></p> <p>Based in Llandudno, MOSTYN was established in 1901 by Lady Augusta Mostyn. It was built especially to show the work of women artists and is considered to be one of the oldest purpose-built galleries in Wales. However, it was closed with the onset of the war in 1914 and remained so for the following 65 years. Following a campaign led by Kyffin Williams and others, MOSTYN was re-established in 1978, and opened to the public the following year as a gallery of contemporary art. It is a company limited by guarantee and a registered charity.</p> <p>After acquiring adjoining premises in 2004, MOSTYN was awarded £3m Capital Lottery funding from the Arts Council towards the £5.1m expansion and refurbishment of the building. The project was led by Ellis Williams Architects and the new building provides five exhibition spaces, a hands-on education room, a meeting room, a café, an enlarged retail area and improved public facilities that will make the gallery fully accessible to all. MOSTYN re-opened in May 2010.</p>		£389,215
<p><b>Music Theatre Wales</b></p> <p>Music Theatre Wales (MTW) was established in 1988. A charitable company limited by guarantee, it was incorporated in July 1994. Since then the company has created 30 productions and presented 16 world</p>		£218,934

<p>premieres.</p> <p>In 2002 it became the first Associate Company of the Royal Opera House to develop a programme of new opera within the Linbury Studio Theatre.</p> <p>As Wales' leading contemporary opera company MTW is 'dedicated to performing – and touring- masterpieces of the recent past and to commissioning new works from the very best composers and writers – opera which we hope will enter the future repertoire of opera companies around the world.'</p>		
<p><b>National Dance Company Wales</b></p> <p>The National Dance Company Wales (NDCW) is a charitable trust and company limited by guarantee that was established in August 1984. Based at the Wales Millennium Centre, it is middle-scale repertory dance company which works with established international choreographers.</p> <p>National Dance Company Wales undertakes the production and touring of dance performances across Wales and the UK. It also engages in developmental activities such as its Dance Explorer programme and a range of performances, workshops and co-productions within the Dance House.</p>		£834,186
<p><b>National Theatre of Wales</b></p> <p>National Theatre Wales (NTW) was created in 2008 with the overall goal of developing and enriching English language theatre in Wales. Conceived as a flexible, non-building based organisation, the company was set up with the aim of offering radical and imaginative theatre choices, both in the selection of plays and in production styles.</p> <p>From the outset it has sought to redefine what theatre is, and what it can be. The spirit of collaboration and co-operation has underpinned much of its work as it focuses on the commissioning of new work, brokering relationships between playwrights, directors, companies and theatres, identifying and nurturing talent.</p> <p>NTW is based in Cardiff and works extensively throughout Wales.</p>		£1,606,405

<p><b>National Youth Arts Wales</b></p> <p>National Youth Arts Wales (NYAW) provides training and performance opportunities across the disciplines of dance, music and theatre - through the National Youth Brass Band, Choirs, Dance, Jazz, Orchestra, Theatre and Wind Orchestra of Wales - leading to performances at the highest level in locations within Wales, UK and internationally.</p> <p>Although it has an office-base in Cardiff, NYAW draws its members from across Wales and seeks to have a presence each year in north, mid, south and west Wales via both participatory activities and public concerts/performances.</p> <p>NYAW nurtures creative partnerships that offer greater opportunities for the young people in Wales.</p>		£350,000
<p><b>New Dance</b></p> <p>Based at Llangollen Pavilion, NEW Dance (formerly North East Wales Dance) was set up initially in 1998. Its vision is to be a beacon of excellence for the growing dance community in north east Wales and beyond, setting the standard for and pioneering new work in dance in educational and community settings.</p> <p>NEW Dance aims to pioneer creative and innovative dance work which improves the social and cultural well-being of communities across north-east Wales. It is also committed to strengthening the professional dance infrastructure in the region.</p>		£75,523
<p><b>NoFit State Circus</b></p> <p>Founded in 1986, NoFit State Circus is a contemporary circus theatre company. Based in Cardiff, NoFit State Circus presents medium and large scale professional touring productions; an extensive community arts programme (including community workshops and residencies); medium and large scale mixed media community productions; and a professional development programme. NoFit State typically stages approximately 20 performances in Wales and 80-100 performances in other countries. The company is</p>		£194,608

also revenue funded by Arts Council England.		
<p><b>Oriel Davies Gallery</b></p> <p>Originally known as Oriel 31, it was established as a Company Limited by Guarantee and registered charity in 1982. Based in Newtown, Oriel Davies is the principal contemporary visual arts venue for mid Wales. It comprises two main exhibition galleries and a small project space, a small interior gallery TestBed, a café, a shop and dedicated education facilities.</p> <p>Oriel Davies' stated vision is "to inspire, excite, engage, challenge and educate through innovative contemporary visual art." The gallery presents an annual programme of between 5 and 7 major exhibitions showcasing the best contemporary art being produced in Wales. There is a clear emphasis on providing major solo shows and commission opportunities for young and emerging Wales based artists, and to bring to Wales some of the most important and interesting work by international artists.</p>		£223,798
<p><b>Oriel Myrddin Trust</b></p> <p>Oriel Myrddin is a registered charity and trust managed by Carmarthenshire County Council from which it receives financial and administrative support. Located in a red brick Victorian building in the centre of Carmarthen, Oriel Myrddin Gallery was launched in 1991.</p> <p>The gallery exhibits the contemporary visual arts, craft, applied art and design. Its programmes include artists and makers from Wales, UK, and internationally which then links in with the Education and Community Programme. The gallery also operates a specialist contemporary craft retail space selling work from artists and makers from Wales and beyond.</p>		£47,147
<p><b>Pontardawe Arts Centre</b></p> <p>Pontardawe Arts Centre comprises a 450 seat Victorian theatre/cinema, an attic gallery, a teaching studio and a meeting room/bar. Since its opening in 1996 the Centre has followed a broad remit to deliver opportunities for engagement in the arts to improve the range and quality of cultural opportunities within</p>		£63,197

<p>the Neath and Port Talbot County Borough.</p> <p>Joint programming with the other two venues within the Local Authority (the Gwyn Hall and the Princess Royal Theatre) has resulted in the Arts Centre developing a distinctive programme. This aims to deliver 60/70 professional shows a year encompassing drama, dance, comedy, world, folk and classical music, children's theatre, a programme of 60 mainstream and specialist films, amateur shows, visual arts exhibitions, cross-art form classes and workshops and an outreach programme extending across the County Borough.</p>		
<p><b>Powys Dance</b></p> <p>First established in 1979 as a dance-in-education service for the county, Powys Dance is a professional dance company promoting participatory dance activity throughout the county. Based at The Dance Centre in Llandrindod Wells, it works with a wide cross section of the population of all ages and abilities in educational and community settings.</p> <p>It has a core remit to deliver dance in education activity for schools in Powys, but over the years its portfolio has developed to include community based participatory projects, dance with learning disabled people, promotion and delivery of dance through the medium of Welsh, the creation of touring products for audiences and training and professional development for dance practitioners and tutors.</p>		£112,602
<p><b>Rhondda Cynon Taf Theatres</b></p> <p>Until recently, the Rhondda Cynon Tâf Theatres were the Muni Arts Centre, Pontypridd, the Park &amp; Dare Theatre, Treorchy, and the Coliseum, Aberdare. The Muni closed its doors to the public in October 2014. The remaining two venues are run from within RCTCBC's Cultural Services team.</p> <p>Rhondda Cynon Tâf Theatres' programme is broad in its scope, with music, drama, opera, comedy and dance all represented.</p> <p>A strong audience for folk/roots music has been developed and the venues also programme a range of Welsh/Celtic music acts. Rhondda Cynon Tâf Theatres also work in partnership with a range of companies</p>		£150,821

<p>and other venues on co-productions. The Take pART programme offers a range of participatory opportunities to complement the live programming and runs a range of workshops in dance, drama, film, music and multi-artform activity at the three venues.</p>		
<p><b>Rubicon Dance</b></p> <p>Rubicon is the community dance development organisation for Cardiff and Newport. Starting out life in 1976 as the Cardiff Community Dance Project based at the Sherman Theatre, by 1983 the organisation was based at its own dance centre in Adamsdown, Cardiff. Rubicon is a registered Charity and Company Limited by Guarantee.</p> <p>Rubicon's community dance development programme is one of the most comprehensive in the UK, engaging with the community at all levels.</p> <p>The organisation runs a substantial building-based programme in addition to its extensive development programmes in schools and community settings across Cardiff and Newport. It also fulfils an important role as a trainer of teachers (through its mentoring of teachers via the PESS programme and its apprenticeship scheme) and of aspiring young dance talent.</p>		<p>£194,608</p>
<p><b>Riverfront</b></p> <p>Opened in October 2004, The Riverfront Theatre and Arts Centre is Newport's only professional presenting theatre. It has a 494 seat auditorium, a 128 seat studio theatre, a gallery, a dance studio, recording studio, three workshop rooms, a conference room and a cafe.</p> <p>Owned and managed by Newport City Council, the building was funded by the local authority and the Arts Council of Wales, with additional funding from the Welsh Government.</p> <p>Primarily a presenting theatre, The Riverfront also aims to co-produce at least two drama, physical theatre and dance productions each year.</p>		<p>£125,391</p>

<p>A number of Wales based companies have benefitted from the ongoing support, rehearsal space and resources of the venue. They include Citrus Arts, Ballet Cymru, No Fit State Circus and Sinfonia Cymru.</p>	
<p><b>Ruthin Craft Centre</b></p> <p>Ruthin Craft Centre (RCC) is administered by Denbighshire County Council. RCC stands as the national centre for the applied arts in Wales; with three galleries, three artists' studios, a retail gallery, education and residency workshops, tourist information gateway and a café with a courtyard terrace.</p> <p>The bold and innovative annual programme of exhibitions is presented broadly in a pattern of 5 'slots' of up to 3 shows - each with a corresponding Outreach Education Programme.</p> <p>The programme aims to challenge the public perception of craft and investigate the quality of contemporary craftsmanship at a time when boundaries are being pushed. Audience numbers at RCC have held their own with around 98,000 visitors per annum.</p>	<p>£389,215</p>
<p><b>Sherman Cymru</b></p> <p>Sherman Cymru was incorporated as a Limited Company with Charitable Objectives in November 2006.</p> <p>Sherman Cymru operates as a production company working in both English and Welsh with a particular remit for the development and presentation of new writing. It also runs the Sherman Theatre building - a leading arts venue for the performing arts in Cardiff and Wales. In conjunction with these two roles, the company runs a significant outreach and participation programme.</p> <p>The Sherman houses two auditoria - the main house/Venue 1 with a seating capacity of 460 and the studio/Venue 2 which is licensed for 200 but generally is configured to seat 125.</p>	<p>£1,125,997</p>
<p><b>Sinfonia Cymru</b></p>	<p>£217,825</p>



<p>Established in 1996, Sinfonia Cymru is a charitable company limited by guarantee. It supports an ensemble of talented young musicians and is committed to touring to areas of rural Wales that wouldn't usually receive live orchestral performances.</p> <p>Sinfonia Cymru is building and strengthening its partnerships with many other leading arts organisations throughout Wales. One of the most important partnerships is with the Royal Welsh College of Music and Drama, where Sinfonia Cymru supports the development of orchestral students, offering linked bursaries and early professional performance opportunities.</p> <p>The orchestra's core touring remit consists of four consecutive concerts with associated activity. Alongside core venues in Cardiff (Dora Stoutzker Hall, Royal Welsh College of Music and Drama), Newport (The Riverfront) and Pontyberem (Memorial Hall, Carmarthenshire), the orchestra has also toured widely across Wales visiting Gwynedd, Powys, Flintshire, Denbighshire, Ceredigion and Pembrokeshire.</p>		
<p><b>Taliesin Arts Centre</b></p> <p>Established in 1984, Taliesin Arts Centre is located on the campus (and operates as a department) of Swansea University. The centre has a strong artistic reputation and presents a mixed and varied programme promoting dance, jazz and world music alongside art house and world cinema. It is acknowledged as a regional centre of excellence and Dance Hub.</p> <p>As well as being a presenting house for the performance arts, Taliesin is now co-producing work and has developed strong relationships and partnerships with production companies such as Volcano and National Theatre Wales. More recently Taliesin co-produced Adain Avion as part of the 2012 Cultural Olympiad. As part of the Dylan Thomas 100 celebrations, Taliesin commissioned John Metcalf to write 'Under Milk Wood – The Opera'.</p>		£219,906
<p><b>Theatr Bara Caws</b></p> <p>Theatr Bara Caws was founded over thirty years ago to meet the requirement for professional Theatre in the Welsh community, for the Welsh community. It is now the oldest professional community theatre</p>		£279,803

<p>company working through the medium of Welsh.</p> <p>The Company is located in a unit on the Cibyn Industrial Estate. The unit includes a rehearsal room, a workshop and an office. On average, the company tours a production for at least four weeks, performing about 25 times in about 20 different locations.</p>		
<p><b>Theatr Brycheiniog</b></p> <p>Theatr Brycheiniog opened in 1997. It is a purpose-built theatre with a main auditorium seating up to 477 seated or 600 standing, a studio space with a capacity of 120, a gallery, bar and café.</p> <p>The organisation is a company limited by guarantee and a registered charity that exists to 'encourage the knowledge, enjoyment and understanding of the arts through the promotion of theatrical events and other arts activities'.</p>		£194,608
<p><b>Theatr Clwyd</b></p> <p>Clwyd Theatr Cymru (CTC), was formed in 1976 under Clwyd County Council. After unitary local authority changes, its governing body changed to Flintshire County Council. It is a major Arts Council revenue funded client, renowned for the quality of its theatre and drama programme.</p> <p>The company stages an average of eight in-house productions a year, some of which tour, mostly within Wales. In-house production is complemented by a wide-ranging visiting programme of drama, dance, classical music, comedy and family shows, playing across two live stages. Clwyd Theatr Cymru operates a studio cinema, three galleries, a restaurant and bars and several function rooms. It also includes innovative and well-regarded Theatre for Young People activity as part of the company.</p> <p>The education department delivers a programme of weekly and holiday workshops, a social inclusion programme, and a separately funded Theatre for Young People.</p>		£1,802,969
<p><b>Theatr Felinfach</b></p> <p>Theatr Felin-fach was established in 1972 by the Education Department of Cardigan County Council. The</p>		£60,188

<p>creation of the theatre reflected the cultural ambition of this rural community in West Wales and so has a strong engagement with the local community. The theatre operates 'in the areas of education and community development through the performing arts and the mass media throughout rural Wales (with specific relevance to the areas where Welsh is the main cultural language)'. Programming arts events therefore is only one aspect of a development role that encompasses protecting and developing the creative community and harnessing the latent creativity which is an essential part of Welsh-speaking communities.</p>		
<p><b>Theatr Genedlaethol Cymru</b></p> <p>Theatr Genedlaethol Cymru was established and incorporated in 2003, to fulfil the need for a Welsh-language theatre company. The company is based in Y Llwyfan, Carmarthen. The company's brief is to present a variety of theatre productions with a wide appeal which enrich Wales' theatrical culture including mainstream productions of classic Welsh-language plays; stage adaptations of Welsh-language literary classics, translations and adaptations of classic international plays; new plays commissioned and developed by the company; site specific productions in various locations and venues; and community and participatory theatre projects.</p> <p>In 2016 the company presented Chwalfa as the opening production at Pontio.</p>		£1,029,567
<p><b>Theatr lolo</b></p> <p>Theatr lolo was formed in July 1987 and is a company limited by guarantee and a registered charity. An internationally-renowned theatre company based in Cardiff, Theatr lolo makes theatre for all ages and performs all over Wales and internationally. It is a company committed to creating the best theatre for children, young people and their families.</p>		£256,749
<p><b>Theatr Mwldan</b></p> <p>Theatr Mwldan is a registered charity and a company limited by guarantee based in Cardigan. The present company structure was established in 1992. Its objects are 'to promote the advancement and</p>		£267,880

<p>improvement of general education in relation to all aspects of the arts and drama, theatre, music, dance and film; the public appreciation thereof through the medium of both the English and Welsh languages; to present, research, produce, promote, organise, manage and conduct such performances, productions, events, exhibitions, publications, educational activities, or other arts activities as the company may from time to time think fit'.</p> <p>Following an extensive programme of capital development the venue has two auditoria, a dedicated cinema gallery, meeting rooms, cafe and bar.</p> <p>Theatr Mwldan offers a good quality mixed programme of live performances and also has an extensive programme of film.</p>		
<p><b>Theatr na n'Óg</b></p> <p>Established in 1982, Theatr na n'Óg produces theatre for a wide range of audiences throughout Wales in a variety of venues and locations in both languages. It is a charitable company limited by guarantee.</p> <p>The literal translation of Theatr na n'Óg is theatre of eternal youth and this encapsulates the ethos of the company to create theatre that has the power to excite and engage audiences of all ages.</p> <p>The current artistic programme has three main areas: Productions for young audiences; Main stage, Family, and Community Productions (co-producing with many leading venues in Wales and further afield); and more recently, the development of Creative and Interactive Digital Media projects which provide a digital afterlife for live work including on-line streaming and educational resources.</p> <p>In 2016 developed and produced a major new touring show, 'Tom – the Musical' based on the life of Tom Jones.</p>		£316,092
<p><b>Torch Theatre Company Limited</b></p> <p>The Torch Theatre Company (TTC) is a registered charity and a company limited by guarantee that was established in 1977. It comprises a 295 seat auditorium, a 102 seat studio theatre, an art gallery, bar</p>		£447,598

<p>facilities and a café.</p> <p>As both a presenting venue and production house, the Torch delivers a comprehensive and varied programme, consisting of in-house and visiting theatre productions. There are wide ranging programmes of music and film which include live screenings of opera and theatre. The Torch is also home to a youth theatre and the company undertakes education work in schools and colleges. It supports amateur theatre and delivers a modest contemporary exhibition programme.</p>		
<p><b>trac - Music Traditions Wales</b></p> <p>Established in 1997, trac is Wales' folk and traditional music development organisation. trac is a company limited by guarantee and a registered charity. Its role is to promote and develop the music and dance traditions of Wales. The organisation works strategically with the sector to develop and provide projects for public participation in traditional music and dance. It also undertakes promotion and advocacy and provides information services and networking opportunities.</p> <p>trac has a national remit operating locally with community-based projects. Nationally its work focuses on advocacy and strategic development, and internationally, representing traditional music from Wales in global networks.</p>		£80,251
<p><b>Ty Cerdd</b></p> <p>A Charitable Incorporated Organisation, Tŷ Cerdd is based at the Wales Millennium Centre. It aims to develop and promote the creation and performance of music both within Wales and further afield.</p> <p>In 1997 it brought together the Welsh Music Information Centre and the Welsh Amateur Music Federation in partnership to improve the promotion of Welsh music.</p> <p>In delivering its mission, Tŷ Cerdd works across a number of disciplines, engaging with numerous community music making organisations across Wales, with a particular focus on choirs, orchestras, societies, brass bands and composers.</p>		£238,525

<p><b>Ucheldre Centre</b></p> <p>Ucheldre Centre is a registered charity and a company limited by guarantee, established in 1991. Its objectives are 'to advance the education of the inhabitants of Holyhead and its surrounding area in all aspects of the performing and visual arts and the development of public appreciation of those arts by the provision of an arts centre and the presentation of public performances and exhibitions'. Based in a converted church, Ucheldre's main activities focus on the central performance area, gallery and shop.</p> <p>Ucheldre offers a balanced and varied programme of arts activity which aims to deliver a high quality arts experience to the community of Holyhead and the surrounding area.</p>		£75,235
<p><b>Valley &amp; Vale Community Arts Ltd.</b></p> <p>Valley and Vale Community Arts is based in a converted chapel in the ex-mining village and Communities First area of Betws, near Bridgend. Formed in the early 1980s, it seeks to bring people together within groups and within communities who are often marginalised, vulnerable or at risk, working inclusively throughout the county of Bridgend, and further afield.</p> <p>Valley and Vale's staff and extended family of freelance arts facilitators assist participants in realising their potential and creating opportunities for change through the creative process. Valley and Vale creates partnerships with many kinds of organisations in the public, voluntary and community sectors, including health, education, criminal justice and social inclusion sectors.</p>		£175,147
<p><b>Valleys Kids</b></p> <p>Based at Penygraig in the Rhondda, Valleys Kids is a registered charity with a long track record of working with disadvantaged children and families. For more than 30 years, it has worked with people living in valleys communities, empowering them to change their lives for the better.</p> <p>Arts Council of Wales funding contributes towards, ArtWorks, a vibrant and transformational Youth Arts</p>		£122,383

<p>project which is an important strand of Valleys Kids' work. It delivers of a range of arts activities, with an emphasis on theatre and drama work, for young people aged between 8 and 25.</p> <p>As well as having its own dedicated team of youth arts workers, it also works in partnership with the youth and community staff at Valleys Kids. Artworks targets the most vulnerable and marginalised young people and works with a range of partner organisations to make sure that young people have the best possible access to its services.</p>		
<p><b>Volcano Theatre Company Ltd</b></p> <p>Volcano Theatre Company is incorporated under the Companies Act 1985 as a private company limited by guarantee. Although primarily recognised for its physical theatre, the company produces a variety of work – adaptations of classics, original devised pieces, new plays and site specific events.</p> <p>Volcano produces work with a particular urgency and immediacy, unafraid to shock or to challenge. Its work strives to address some of the most pressing, intractable issues of today – environmental, political and social. From its home at High Street, Swansea, Volcano has continued to contribute in innovative ways to the discussion, presentation and understanding of art in the public realm.</p>		<p>£209,204</p>
<p><b>Wales Millenium Centre</b></p> <p>Wales Millennium Centre (WMC) opened in 2004. It is now a significant and well established cultural organisation that continues to extend the range and the quality of its artistic activities.</p> <p>The Centre attracts an annual audience of around 400,000 for both ticketed and free performances. It also attracts in excess of one million casual visitors every year, making the WMC Wales's top visitor attraction and one of the UK's top cultural attractions outside London. The vision of the Centre is to be an internationally significant cultural landmark and centre for the performing arts.</p> <p>Wales Millennium Centre supports some 1,000 jobs on site and is home to eight creative companies, four of which are national companies, Welsh National Opera, BBC National Orchestra of Wales, National</p>		<p>£3,537,917</p> <p>(revenue)</p> <p>£300,000</p> <p>(capital)</p>

<p>Dance Company Wales and Llenyddiaeth Cymru– Literature Wales.</p> <p>The other four resident companies are Hijinx Theatre Company, Touch Trust, Tŷ Cerdd and Urdd Gobaith Cymru.</p> <p>WMC has two theatres, the 1,900 seat Donald Gordon Theatre, and the 250 seat Weston Studio. The Donald Gordon lyric theatre is principally programmed for opera, dance, both classical and contemporary, circus, musical theatre, some drama and comedy. It provides the Cardiff home base for performances by Welsh National Opera.</p>		
<p><b>Welsh National Opera</b></p> <p>Welsh National Opera (WNO) was established in 1946, later incorporated in 1948, and is a registered charity. Its objectives are to stage and tour opera from its home in the Wales Millennium Centre, throughout Wales and England.</p> <p>It delivers around 46 performances in three venues across Wales and tours to a further ten venues in England. The company is funded by both Arts Councils in Wales and England.</p> <p>The company also delivers a range of educational and community activity through its award winning WNO MAX programme, in addition to performing concerts and recordings. Around 212 people are permanently employed by the company which has an annual turnover of around £17m.</p>		£4,533,977
<p><b>Ystradgynlais Miners' Welfare</b></p> <p>Ystradgynlais Miners' Welfare is a new entry to the Portfolio for 2016. It was originally built in 1934 by contributions of a penny a week from local mine workers to create a centre of learning, leisure, recreation and development.</p> <p>Today it is a community and arts venue, with cinema, theatre and function hire facilities. It strives to maintain an arts, entertainment and participatory arts programme as well as provide a general community resource for the area, attracting around 40,000 attendances to the cinema, theatre, participatory arts</p>		£41,609



workshops as well as community or private functions.		
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