

# Meeting the funding challenge



Glynn Vivian Arts Gallery, Swansea: Powell Dobson Architects

## Developing new approaches to the delivery of local government arts services

A short guide from the Arts Council of Wales

September 2014



Noddir gan  
Lywodraeth Cymru  
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Welsh Government

**“There is no power for change greater than a community discovering what it cares about.”**

Dr Margaret Wheatley, Leading Leadership Academic

**“This is a city where we experiment with new ideas and test ways of doing things. We are fast becoming the UK’s creative capital, a city of experimentation . . . ”**

George Ferguson, Mayor of Bristol

## Who is this guidance note for?

This guidance note is addressed to local authority members and officers.

You might be passionate about the arts, but worried about how you can sustain activity at a time of budget cuts. Alternatively, you might be unsure of the benefits of investing in the arts but willing to consider the evidence.

Either way this guidance note will, we hope, help you.

We want to inspire you to think about the benefits that the arts can bring to your community, and the leadership role that you can play in helping to improve the quality of life and well-being of your fellow citizens.

This note rehearses, briefly, some of the arguments in favour of investment in the arts. It also points you in the direction of practical information and advice that will help you to consider cost effective ways of providing an arts service in your locality.

But before we start...

### ...imagine...

Imagine Wales.

And when you've done that – pictured it, heard it, enjoyed it, read about it, celebrated it – try to think of our country without song, the spoken word on stage and screen, without poetry and novels, and dance and sculptures and ceramics and paintings, and all of the creative skills, traditions and activities that make our contemporary culture so vivid and alive.

In raw fact, as well as in our imagination, there's no human Wales without Art, just as there's no Heritage to pass on generation by generation without Creativity. Creativity nurtures and sustains our quality of life. The Arts offer enjoyment, excitement and inspiration. These things matter.

## The case for the arts

The arts 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 bring meaning, authenticity and enjoyment to our everyday lives. They create and sustain jobs, enrich education services, bring people together, improve our quality of life.

The arts also have an important economic value.

The arts are part of a wider creative sector that is a vital engine for our economy across the UK. The sector – one of the fastest growing in the UK – contributes directly in terms of job and wealth creation, through the making, distribution and retailing of goods and services. The sector in Wales provides employment for more than 30,000 people in over 4,200 active businesses, generating around £1.8 billion in annual turnover. <sup>i</sup>

Some parts of the creative industries are significant attractions, boosting tourism, stimulating demand for transport, accommodation, catering and other tourism-related business. They also help put the UK nations on the international map, raising their image world-wide. £146 million was spent in Wales in 2011 on holidays where heritage and culture were the main activity for the holiday. <sup>ii</sup>

The way that culture can become a catalyst for re-generation is one of the defining characteristics of our time. The quality of a locality's cultural facilities has a powerful influence on business people when they're thinking about where they should base their companies. Unsurprisingly, business decision-makers want a good quality of life for themselves, their families and for their employees.

But if our economy is to thrive, now more than ever is the moment to invest in the individual creative capital of our young people, and to unlock their imagination, vision, and potential. The country's economic well-being depends on it. Without it, we risk becoming a moribund society – economically, creatively and imaginatively.

For much of the last decade, the United Kingdom was filing around 50,000 successful new patents each year – in Japan it was nearer 500,000. <sup>iii</sup> So we've a big job of work to do – fostering innovation, flexibility and lateral thinking. This is why what happens in our schools, colleges and universities is so important.

From our earliest years, we start to play. To play is to engage in the first steps of creativity and experimentation. It's a journey that can transform the way children and young people learn and explore the world around them. It can change the way they see themselves – even what they dream of for the future – as well as helping them to develop life skills that they will need in the years ahead.

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

The arts in Wales are extraordinarily popular. 75% of Welsh adults attended arts events in 2013 and nearly 85% of children took part in some form of arts activity.<sup>iv</sup> Taking part in the arts can engender a huge amount of pride and confidence within their local community. Getting involved in the arts can build a community's resilience, give it a voice, and contribute in a tangible way to that community's health and well-being.

## Getting to grips with the funding cuts

Cuts to public funding are coming thick and fast, and from all directions.

Welsh Government funding is reducing and levels of income from the National Lottery are levelling off. National and local government wrestle with the growing gap between what the public expects and what the money can provide. Commercial sponsorship is becoming harder to find, and the pound in our pocket is being squeezed as economic pressures continue to bite.

We know that government Ministers and local authority councillors generally do care about the issues that affect their constituents' quality of life. But government, especially local government, faces a Hobson's choice between its statutory responsibilities (such as health, social services and education) and those other areas – of which the arts are one – where spending is discretionary.

Who would be a local authority councillor when the pressures are so unremitting and the rewards so scant? Nevertheless, decision-makers must act wisely and courageously if they are to best serve the public. Communities – and in particular you, the leaders of communities – will have to decide what kind of society you want and how far you're prepared to go to achieve it. If you want to live in a community that is vibrant, dynamic, tolerant, nurturing, enriching, then you're going to have to take the action needed to make this a more rather than less likely outcome.

## Finding new sustainable solutions

No-one is under-estimating the difficulty of finding new solutions to the financial challenges that we currently face. It's important that we don't just focus on current problems and needs, but embrace the assets and opportunities that we have here in Wales. By anyone's reckoning the arts in Wales are a huge asset.

The information in the appendices that follow is designed to help and inform those having to make decisions on the future of cultural funding. We hope that the different models highlighted will stimulate critical debate and new ideas.

We all want Wales to be fair, prosperous and confident, improving the quality of life of its people in all of the country's communities. The Arts support this. And if we only allow it to happen, the Arts can be a guide, a commentator, a critic, a persuader, a leader – because that's how culture works.

### Want to know more?

Using our connections and networks we will share useful ideas and information. If you would like to be part of this information sharing, let us have your details and we will include you in our mailing lists.

Alternatively, if you would like to meet up to discuss specific issues in your locality, we will be pleased to hear from you.

Please contact:

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Arts Council of Wales

[sian.tomos@artscouncilofwales.org.uk](mailto:sian.tomos@artscouncilofwales.org.uk)

Appendix 1:  
The Advocacy Toolkit

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# How to demonstrate the benefits of public investment in the arts



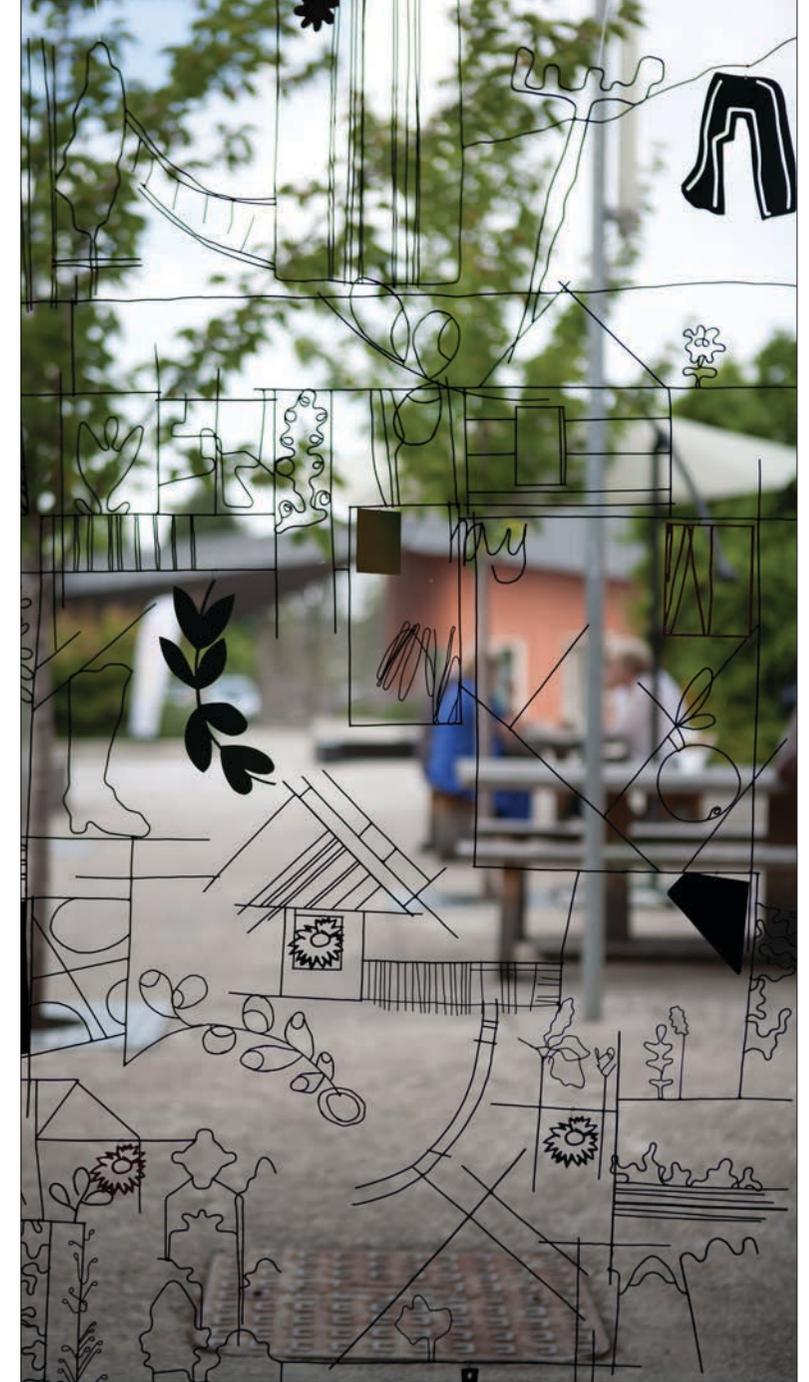
National Youth Dance Wales (image: John Collingswood)

# Why invest in the arts?

This presentation is designed to help your organisation demonstrate the benefits of public investment in the arts.

You can use the information on these pages to:

- contact your AM/MP to explain why it's essential to invest in the arts, and how this applies to your organisation
- tell your stakeholders and social networking followers why we need to invest in the arts and encourage them to make the case to their AMs/MPs
- update your website with content on the benefits of investing in the arts
- include key messages on investing in the arts on your press releases and in any media activity

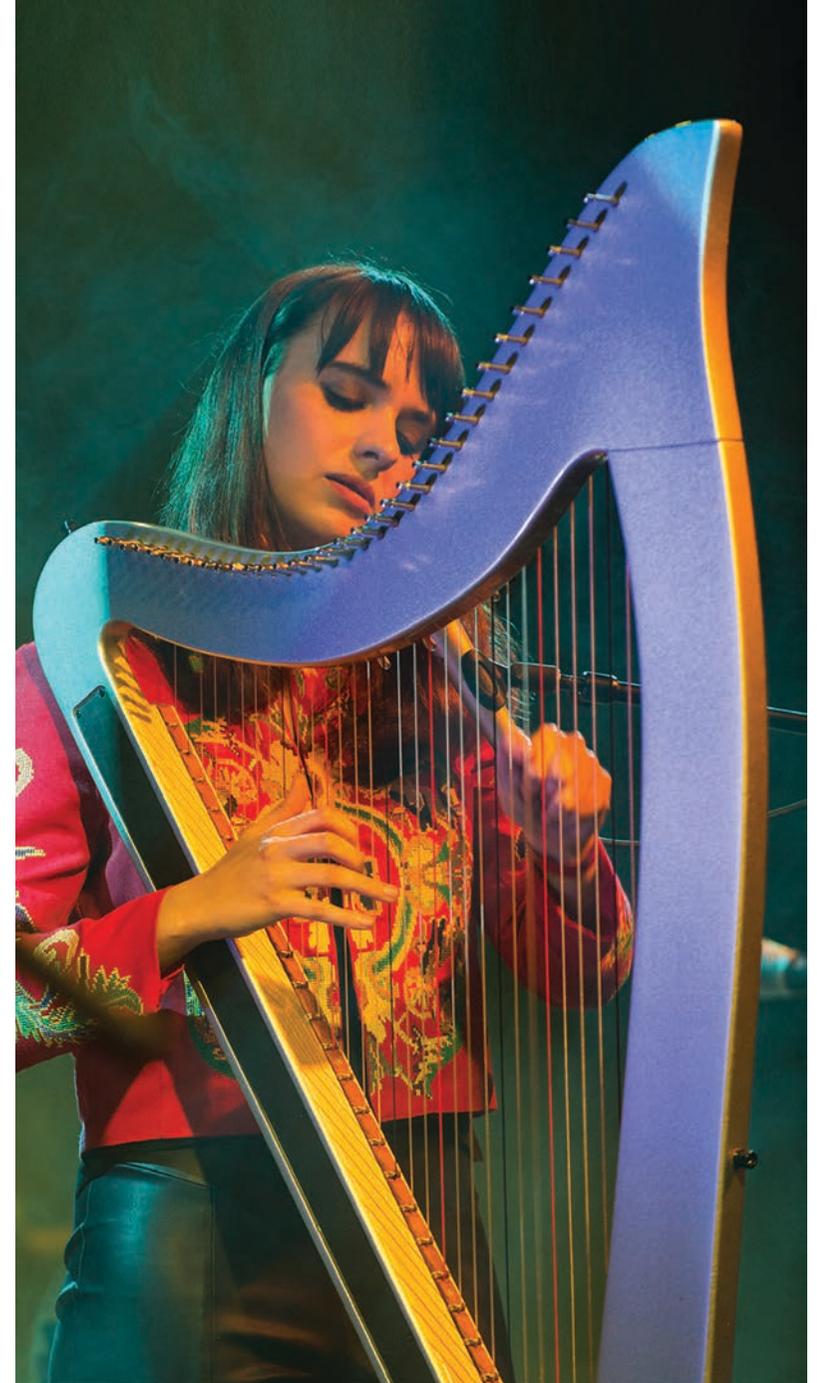


*Windows on Wales, Julia Griffiths-Jones, Ruthin Craft Centre  
(image: courtesy of artist)*

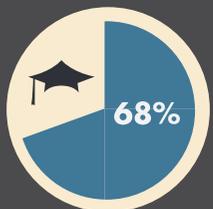
# Our story: why the arts are good value

You can use and adapt these messages at every opportunity:

- Wales' cultural sector is booming
- together, we have created world-class work, landmark institutions and quality education programmes
- cultural events bring communities together and make our lives richer
- the cultural sector creates economic growth and jobs: it is one of the fastest-growing in the economy
- continued public funding is vital to the whole sector, giving confidence to sponsors and private investors

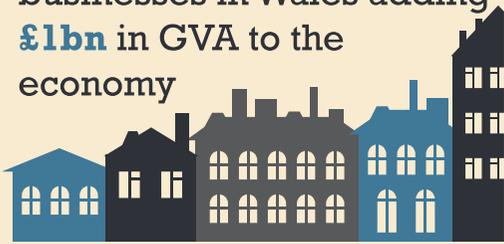


Georgia Ruth, showcasing on the Horizons Stage at WOMEX 13  
(image: Yannis Psathas)



The sector in Wales is characterised by a highly qualified workforce, with **68%** in possession of a degree-level qualification

The creative and cultural sector supports **1,840** businesses in Wales adding **£1bn** in GVA to the economy



## ARTS EMPLOYMENT

Arts is a vital part of our economic success, creating high value employment

[www.artscouncilofwales.org.uk](http://www.artscouncilofwales.org.uk)



The creative industries sector in Wales employs more than

**30,000**



In **2013/14** Arts Council of Wales Revenue Funded Organisations employed

**5,242** people



Cyngor Celfyddydau Cymru  
Arts Council of Wales

Sources can be found at [www.artscouncilofwales.org.uk/advocacy](http://www.artscouncilofwales.org.uk/advocacy)

**£146**  
million

was spent on holidays where culture and heritage was the main activity for the holiday in 2011

Wales has a **diverse** and **exciting** music industry and has produced world renowned music acts such as the Manic Street Preachers, Stereophonics, Duffy, Tom Jones, Funeral for a Friend, Catatonia, Super Furry Animals, Bryn Terfel, John Cale and The Automatic



## ARTS ECONOMY

Welsh arts represent world-class creativity; it is a valuable export attracting inbound tourism

[www.artscouncilofwales.org.uk](http://www.artscouncilofwales.org.uk)



There are over **4,200** active businesses and enterprises generating over **£1.8bn** annual turnover

**£50**  
million

was generated in 2013/14 in earned income by Wales' Revenue Funded Organisations



Cyngor Celfyddydau Cymru  
Arts Council of Wales

Sources can be found at [www.artscouncilofwales.org.uk/advocacy](http://www.artscouncilofwales.org.uk/advocacy)

# 45,000

participatory sessions were run by our Revenue Funded Organisations in 2013/14 targeted at children and young people



Three quarters of Welsh adults attended at least one arts event in 2013



## ARTS AUDIENCE

Arts experiences make our lives richer and our communities stronger and more resilient

[www.artscouncilofwales.org.uk](http://www.artscouncilofwales.org.uk)



# 84.3%

of children and young people participated in an arts event in 2013



# 3,822,000

attended an arts event held by our Revenue Funded Organisations in 2013/14



Cyngor Celfyddydau Cymru  
Arts Council of Wales

Sources can be found at [www.artscouncilofwales.org.uk/advocacy](http://www.artscouncilofwales.org.uk/advocacy)

Between April 2010 and March 2015, we will invest an estimated **£171 million** of public money from government and an estimated **£82 million** from the National Lottery in arts and culture to help create experiences for as many people as possible across the country



10p

10p

10p

2p

The arts cost each person in Wales just

# 32p

each week

## ARTS INVESTMENT

The arts sector is a credit to Wales; investing in creativity and growth

[www.artscouncilofwales.org.uk](http://www.artscouncilofwales.org.uk)



Funding towards the arts is

less than  
**0.23%**

of total government spend

In 2014/15 total investment (including Lottery) will be

# £51 million

This is the equivalent of £17 per person, or £1 million per week



Cyngor Celfyddydau Cymru  
Arts Council of Wales

Sources can be found at [www.artscouncilofwales.org.uk/advocacy](http://www.artscouncilofwales.org.uk/advocacy)

## 5 simple things organisations can do

We all have a role in demonstrating the value of investment in the arts, here are some practical things you can do to help:

- create a landing page on your website using the 'why the arts are good value' bullets and link to <http://www.artscouncilofwales.org.uk/what-we-do>
- put together some facts, figures and quotes to show the impact of your work
- tell your social networks about the value of public investment in the arts and encourage them to share your messages
- encourage your stakeholders to make the case for public investment to local and national politicians
- ensure your work is branded with the Arts Council of Wales logo, so everybody knows public money has been contributed



*BIANCO, NoFit State*  
(image: Richard Davenport)

## 5 simple things artists can do

- if you are working with arts organisations, find out if there is any planned advocacy activity that you could support
- identify opportunities in your own promotional activity to talk about how public investment in the arts shaped your own artistic career
- write to or email your AM/MP to tell them why public investment in the arts is so important and how it has benefited you and your local community
- use your professional and social networks to tell your audience why the arts are good value
- if you have a website, include link through to the Arts Council's public-facing landing page <http://www.artscouncilofwales.org.uk/what-we-do>

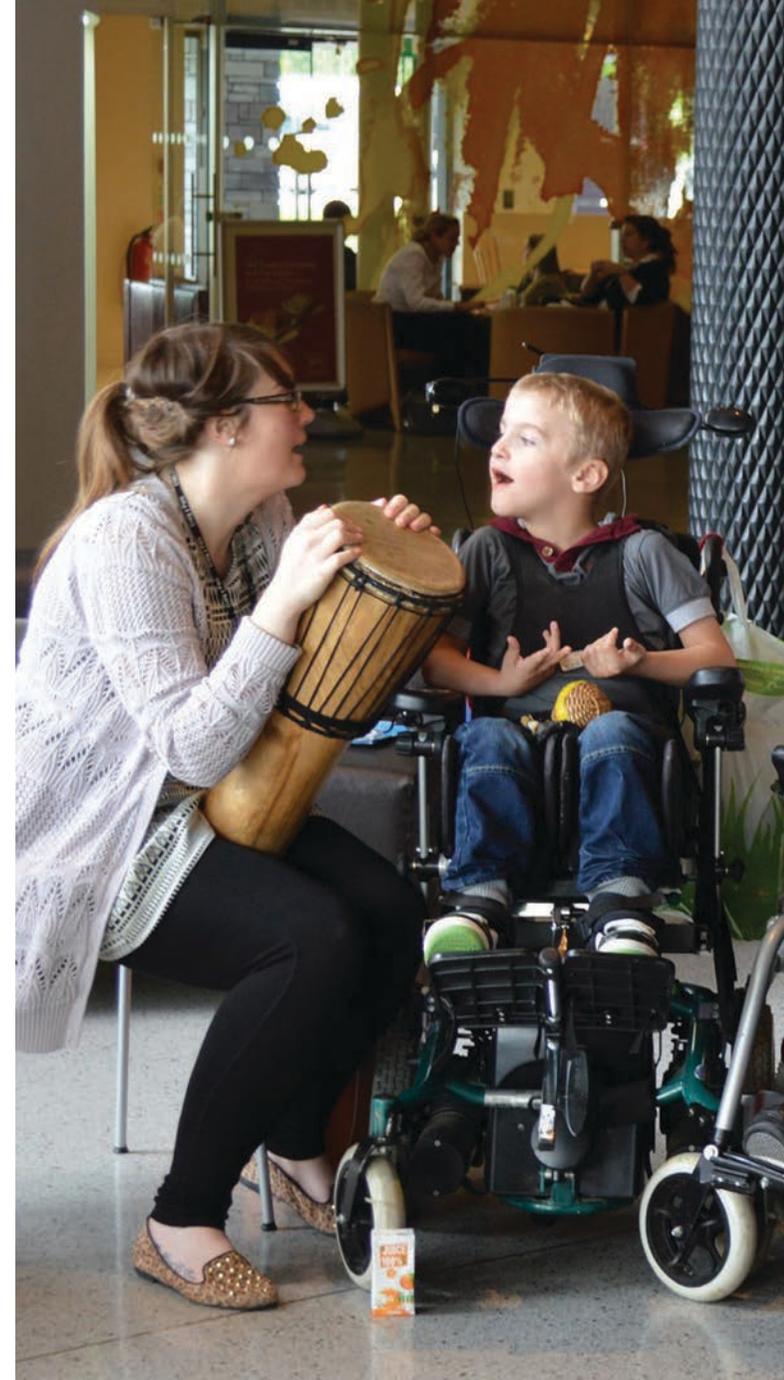


*The County Show, Duncan Ayescough and Catrin Howell  
(image: Courtesy of Oriol Myrddin)*

# Create a public value webpage

Display information about public investment in the arts on your website

- direct your visitors, supporters and social media followers to the page to help them understand why public investment in the arts delivers good value
- explain how your work contributes towards building communities, the local economy, showcasing the best of Wales, boosting tourism, supporting education and creating employment
- demonstrate how your work contributes to supporting children and young people
- give examples of key artistic successes, audience figures etc.



## Create a public value webpage

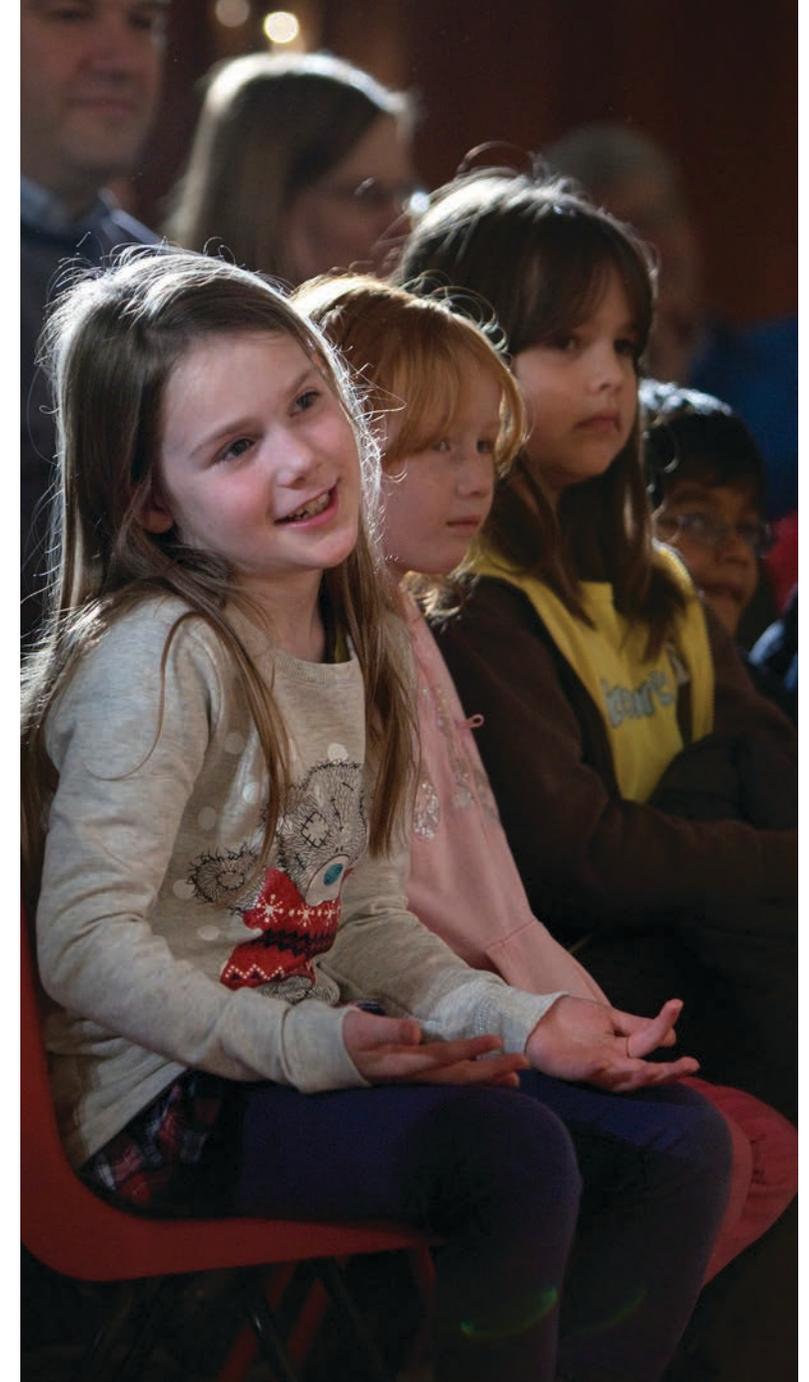
- include quotes from visitors, teachers and local business leaders
- be positive - celebrate what you are able to achieve with public funding
- display the Arts Council of Wales logo, which links to our public-facing landing page  
<http://www.artscouncilofwales.org.uk/what-we-do>



*Myth Makers, Powys Primary Schools, Arts Connection – Cyswllt Celf  
(image: Arts Connection – Cyswllt Celf)*

## How to contact your local AM/MP

- You can find out who the AMs are for your area by visiting the National Assembly for Wales website at [www.assemblywales.org](http://www.assemblywales.org) or go to [www.writetothem.com](http://www.writetothem.com)
- You can find out who your MP is by visiting the UK Parliament website at [www.parliament.uk](http://www.parliament.uk) or go to [www.writetothem.com](http://www.writetothem.com)
- research your AMs/MP's interests
- make your approach relevant to the AMs/ MP's constituency – if you have a city or area-wide remit then it might be more appropriate to ask a person who lives in the AMs/MPs constituency to contact them first



*Likely Story, Penarth, Night Out*  
(Image: Betina Skovbro)

# Developing the relationship with your AM/MP

- invite your local AM/ MP to see your organisation's work and then regularly invite them to opening nights, launches and events
- if your invitation is accepted, suggest that you set up a photo call with the local media
- provide regular updates on what your organisation is doing, for example through press releases and your social networking channels – remember to include key facts, figures and quotes to show the impact of your work



National Youth Orchestra Wales, St Davids Cathedral  
(image: courtesy of National Youth Arts Wales)



# Working with the media

- working with other arts organisations could strengthen your message and make the story more newsworthy
- letters from audience members, friends and volunteers can keep your story in the news and show newspaper editors where readers' interests lie
- a good photo or filming opportunity helps to get coverage for your story



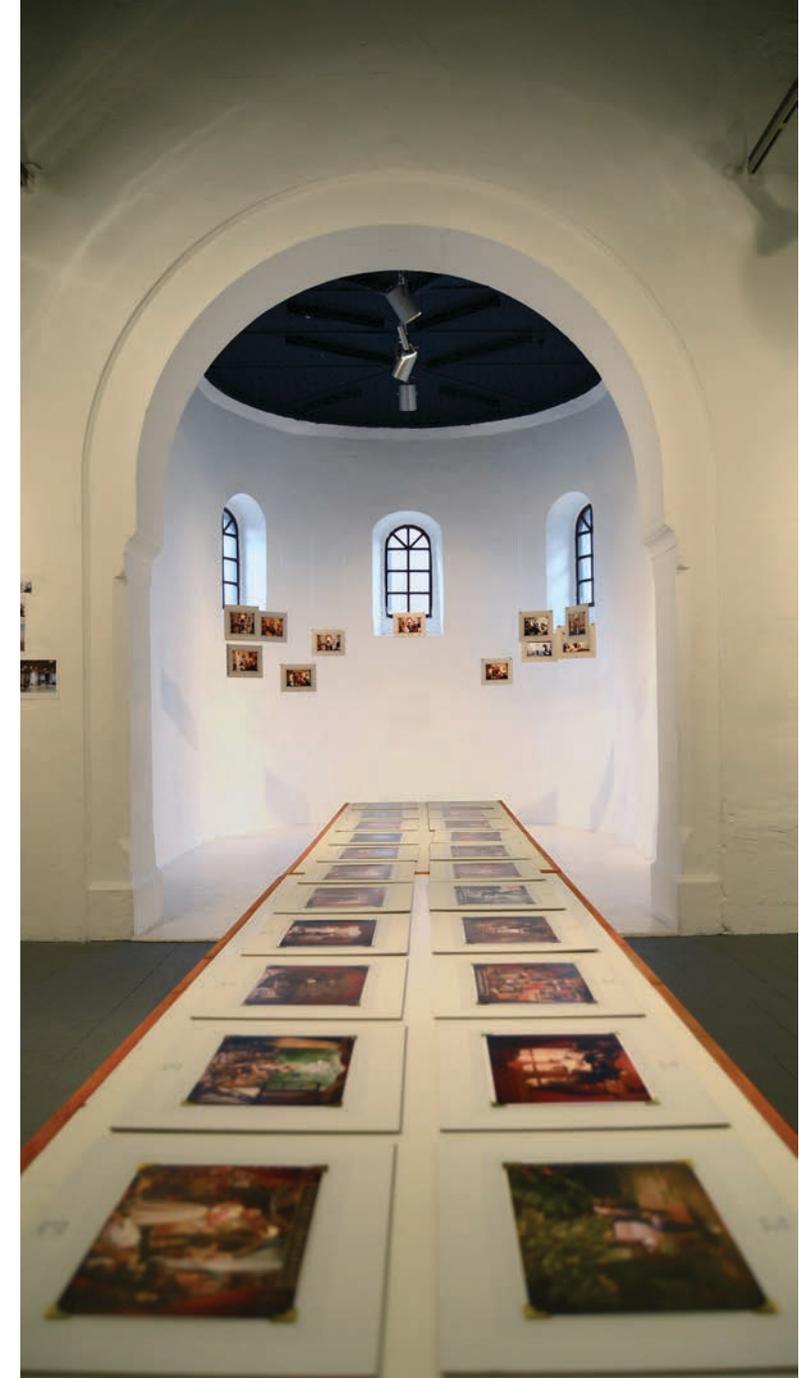
*Things I Forgot I Remembered, Story Walk*  
National Theatre Wales and Hoipolloi with artist Hugh Hughes  
Anglesey Residency (image: Farrow's Creative)

# Government agenda

It is important to understand how the arts promote the broader objectives of local and national politicians:

- bringing communities together
- driving economic growth
- showcasing the best of Wales on the international stage and boosting tourism
- supporting education
- incubating talent for the creative industries
- creating employment

Can you demonstrate how your organisation has contributed towards these?



*Let's see what happens...*, Studio Mobile by Maleonn Ma, Mission Gallery  
Glynn Vivian off-site exhibition (image by Matthew Otten)

Remember:-

The arts work - make a case for the arts



Bodies in Urban Spaces, Swansea (image: Warren Orchard)



# The Arts Work - A Case for the Arts

Bodies in Urban Spaces, Swansea (image: Warren Orchard)



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Arts Council of Wales



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Cefnogwyd gan  
**Y Loteri Genedlaethol**



## The Arts Work - **MAKE**

Mwldan is a vibrant presenting and producing arts centre situated in Cardigan, in the heart of the beautiful West Wales countryside.

With a dedication to innovation, vision and excellence, Mwldan has an important role in contributing to the local economic, social and cultural regeneration of Cardigan and the surrounding area. At Mwldan's heart is the belief that the arts can deliver life-changing and life-enhancing experiences that have the power to change perceptions and increase tolerance, breaking down cultural divides and allowing greater understanding – as relevant for the community we live in as it is for the planet we live on. This vision is at the core of Mwldan and all its activities. To date over 100,000 people have seen work produced and toured by Mwldan in the past five years alone, making them one of Wales' most prolific producing venues.

UCAN Go is a research and development project that aims to find new ways of making arts venues more accessible for people with visual impairments.

UCAN Productions and technology company Calvium were awarded funding through the Digital Research and Development Fund for the Arts in Wales, a collaboration between Nesta, Arts Council of Wales and the AHRC, to develop a mobile application that provides an audio map of an arts venue to an audience member. Ensuring visually impaired audiences retain greater independence when visiting arts organisations.

## **If we make well, we inspire**

Our strategy for Creativity and the Arts in Wales

Keep the conversation going: @sgwrsgelf

**For me, what makes life enjoyable is having a shared culture and shared references.** Michael Sheen

**He who has art has all.** Dic Jones

# The Arts Work - REACH

## Valley and Vale Community Arts

Their projects are designed to be inclusive and open to all those people that wish to take part. They work with people and communities on a local level as well as nationally and internationally, connecting people through creativity. In particular they provide opportunities for participation in creative community, arts projects for those people that might be vulnerable, at risk, or lacking in self-confidence. These are the people whose potential we are seeking to release and whose lives we are seeking to help change, creating opportunities for change through the creative process.

**To reach is to touch, to engage,  
to encounter**

Our strategy for Creativity and the Arts in Wales

## Hidden Corners 2, Pontio

In November 2013, the versatile musician Manon Llwyd spent a whole month in Plas Hedd care home and Brynllifon nursing home in Bangor, taking music to every corner.

Hidden Corners 2 is Pontio's second community artistic residency following a pilot project held last year. This time Manon shared the experience with 16 young people from Ysgol Tryfan. Throughout the month Dr Gwawr Ifan researched the effect that the residency had on the young people.

**Art is not about  
ensuring other ways  
or means of living,  
it is life itself.**

**It is the gift of a  
national past to its  
future society.  
Nothing is more  
vital to the sense of  
Wales itself.**

Prof. Dai Smith

Keep the conversation going: @sgwrsgelf

# The Arts Work - SUSTAIN

## Galeri, Caernarfon

Galeri Caernarfon Creative Enterprise Centre was established in 2005 at a cost of £7.5m. Galeri was a response to a growth in micro-businesses in the creative industries in the region. The aim was to create a central hub for local companies and individual artists and exploit their latent potential through clustering. Galeri Caernarfon would also provide a base from which the Trust could extend its creative projects further into the local community.

Galeri Caernarfon contributes almost £2.5 million to the economy of Gwynedd and Anglesey each year.

In terms of employment, Galeri Caernarfon directly and indirectly supports over 50 full time equivalent jobs in the economy of Gwynedd and Anglesey as well as over 40 employees in tenant businesses.

**We sustain to enhance the well-being of people and communities, achieving a better quality of life today and tomorrow for our own and future generations.** Our strategy for Creativity and the Arts in Wales

## Chapter, Cardiff

For over 40 years Chapter has been the heartbeat of creativity in Cardiff. They're an ambitious, multi-artform venue that presents, produces and promotes international art, live performance and film alongside a dynamic social space. They welcome over 800,000 visitors every year.

They are an organisation that celebrates differences, that embraces the collision of contemporary and community, of art with audience, of the challenging and new with the open and the accessible. It has allowed them to work with new artists in new ways, becoming more entrepreneurial, supporting independent creatives at a local, national and international level. But also being at the heart of their community – a community of artists, audiences and local people.

**The arts are everywhere making up a big part of our lives. If there were no arts we would all still be cavemen.**

A 9 year old participant in the Arts in Education Review

Keep the conversation going: @sgwrsgelf

## Appendix 2: Approaches to arts delivery

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- **On With The Show –Supporting Local Arts & Culture** - investigates the extent to which Local Authorities prioritise and value the arts and culture. It also illustrates how councils can continue to support a resilient and flourishing cultural scene in their localities via alternative models.  
[http://www.artscouncil.org.uk/media/uploads/pdf/On\\_with\\_the\\_show-Supporting\\_local\\_arts\\_and\\_culture.pdf](http://www.artscouncil.org.uk/media/uploads/pdf/On_with_the_show-Supporting_local_arts_and_culture.pdf)
- **Responding to the challenge: alternative delivery models Grant Thornton January 2014** - an analysis of different delivery models being used by Local Authorities  
<http://www.grant-thornton.co.uk/Documents/Alternative-Delivery-Models-LG.pdf>
- **Outside In** – commissioned by nalgao (now AD:UK) in 2010. It is aimed at giving Local Authority Arts Officers a detailed understanding of the opportunities and issues involved in contracting out local authority arts services  
[NAL12075OutsideInReportFINAL 6-2-10](http://www.nalgao.org.uk/Assets/Uploads/Reports/NAL12075OutsideInReportFINAL%206-2-10.pdf)
- **Local authority investment in the arts and the future sustainability of arts services** - WLGA Discussion Paper: Arts Strategy Board June 2010. This looks at the financial situation in 2010 and alternative models of funding  
<http://www.wlga.gov.uk/publications-and-consultation-responses-III/discussion-paper-local-authority-investment-in-the-arts-the-future-sustainability-of-arts-service/>
- **Local Authority Arts Expenditure Survey** – this highlights the spend to date that Local Authorities give in Wales and the potential impact that this has  
<http://www.artswales.org.uk/what-we-do/research/annual-surveys/local-authority-arts-expenditure-survey>
- **Nurture Development** : Asset based Community Development  
<http://www.yourewelcome.to/sites/default/files/resource/1064/documents/factsheet-12domainsofpeoplepoweredchange.pdf>
- **Mission, Models, Money**  
A network of and resource bank for arts professionals based on systems thinking. Their two latest programmes, **re.volution** and **re.think** are dedicated towards building the resilience of creative practitioners and organisations and realising art and culture's leadership role in tackling the huge global challenges we face.  
<http://www.missionmodelsmoney.org.uk/>

## Appendix 3: The Arts Council and Local Government in Wales

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

The relationship between the Arts Council and local authorities is built around three strands:

1. **The national** – working with the WLGA and Welsh Government on high-level strategic issues that require consistent and coherent national leadership. Examples might include national, UK and European policy development, international activity, Arts Strategy Board, networking and events (Members, SOLACE, Chief Officers etc), research and intelligence
2. **The regional** – working with consortia or groupings of local authorities on collaborative initiatives and projects which achieve more effective delivery and the sharing of resources and expertise. Built around the principles of collaboration, examples of activity might include contributing to the development of Arts Council policy, joint planning (especially around the investment of revenue and capital funding), funding ‘accords’ designed to sustain key organisations or programmes of activity, jointly agreed development priorities that encourage innovation and growth, better networking with other public sector bodies
3. **The local** – maintaining our bilateral relationships with individual local authorities. Through this relationship we would make available expertise and information about the arts, access to funding, and advocacy on behalf of the arts

## References

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<sup>i</sup> Wales.com

[http://www.wales.com/en/content/cms/English/Business/Business\\_Sectors/Creative\\_Industries\\_/Creative\\_Industries\\_.aspx](http://www.wales.com/en/content/cms/English/Business/Business_Sectors/Creative_Industries_/Creative_Industries_.aspx)

<sup>ii</sup> Arts Council of Wales – Advocacy Toolkit <http://www.artscouncilofwales.org.uk/advocacy-toolkit>

<sup>iii</sup> World Intellectual Property Organisation [http://www.wipo.int/ipstats/en/statistics/country\\_profile/#U](http://www.wipo.int/ipstats/en/statistics/country_profile/#U)

<sup>iv</sup> Arts Council of Wales – Advocacy Toolkit <http://www.artscouncilofwales.org.uk/advocacy-toolkit>