

Business Plan 2023-27



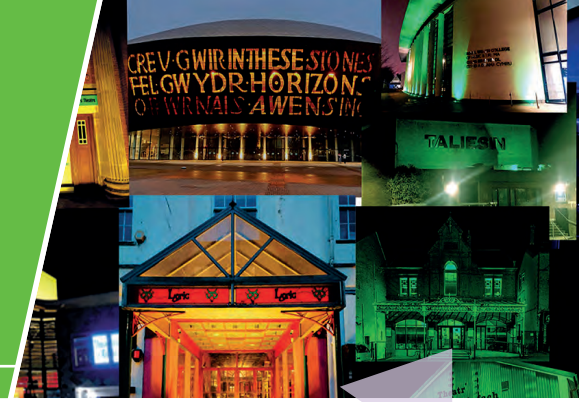
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WHO ARE WE?

Creu Cymru: Setting the Stage for the Performing Arts in Wales



Creu Cymru champions the performing arts in Wales. It is constituted as a membership body. Our members represent virtually all of the nation's professionally run theatres and arts centres, and producing companies, at a diverse range of scales.

Creu Cymru is, first and foremost, a collaborative network; we share information, expertise, research, touring, advocacy... and above all, a will to develop programmes and audiences, ultimately improving and enhancing the sector. We work together to support an ever more resilient resource at the heart of communities across Wales.

Creu Cymru was established by and for the network of professionally managed presenting theatres and arts centres across Wales in 2001 as the Touring Agency for Wales with a two-year Lottery grant from the Arts Council of Wales.

For 20 years Creu Cymru supported theatres, the staff within them and wider communities with training, capacity building projects, annual conference, Go & See opportunities and facilitated tours.

With an increasingly challenging fundraising environment and a need to stay relevant for members, the organisation took part in the Arts Council of Wales 'Resilience' programme to help shape a sustainable future for the organisation.

As a result of the programme and a further review of our work and management in 2020 we expanded our membership remit to include producing companies and individuals, to bring the performing arts sector together to speak with a collective voice, to share resources and expertise and to promote collaborative working.

The creation of this unified sector through an expanded membership ensures cross-sector representation, new collaborations and aligning of interests, and new partnerships.

STRATEGIC PRIORITY AREAS

- ▶ Equalities, diversity and inclusion
- ▶ Advocacy, research, and impact
- ▶ Workforce development and wellbeing
- ▶ Showcasing, celebration and innovation
- ▶ Environment and sustainability
- ▶ Engaged and supportive membership

In delivering this work we collaborate with a wide range of commercial and public partners in Wales, elsewhere in the UK and internationally.

On behalf of the Arts Council of Wales Creu Cymru also manages "hynt", ACW's national access card scheme supporting the development of accessibility and inclusive arts practice for audiences across Wales.

Creu Cymru is committed to:

- ▶ Developing a more inclusive performing arts sector in Wales.
- ▶ Continuing to develop an agile, adaptive, and audience-centric approach that improves access to professional performing arts across Wales for all and places evidence-based audience planning at the centre of decisions.
- ▶ Encouraging excellence, nurturing talent and the sustainable growth of performance makers and presenters in and from Wales.
- ▶ Ensuring our membership and output benefits and includes people who are ethnically and culturally diverse, and who experience racism in our society, disabled people and those who speak Welsh.
- ▶ Embedding the Welsh Government's Wellbeing of Future Generations (Wales) Act into organisational priorities and programmes.

MISSION, VISION AND VALUES



Mission

To strengthen the performing arts in Wales.

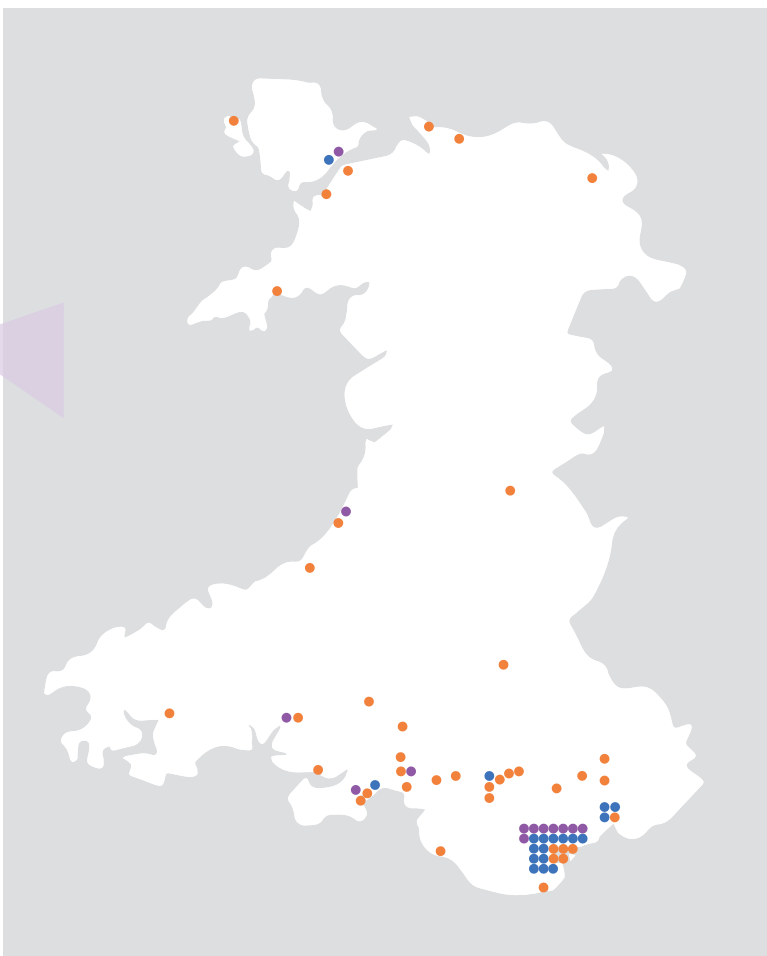
Vision




To be a vibrant and leading network of performing arts professionals from across Wales. This network will further develop and promote the value and recognition of the importance of the arts to communities by connecting people, championing of ideas, the growth of leadership and by developing a diverse and engaged membership.

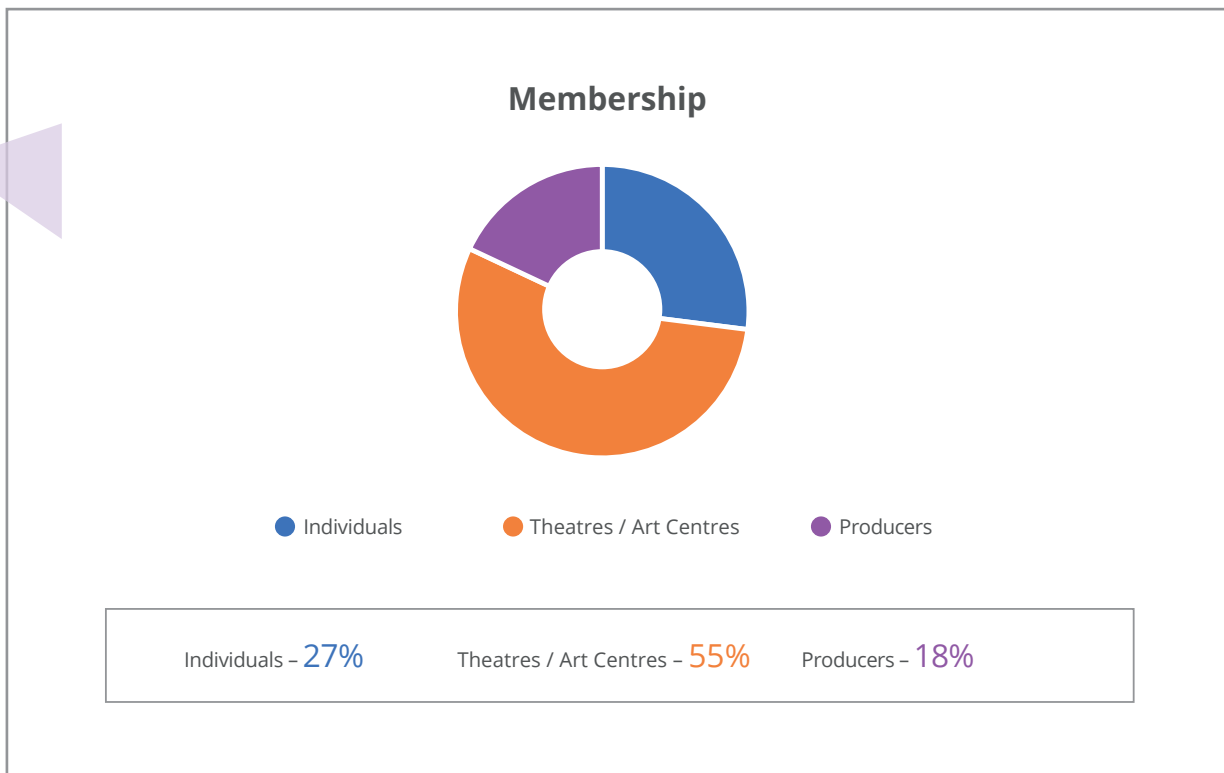
Values

We are collaborative, trustworthy, progressive, and inclusive and we act with integrity in everything we do.

Membership



-  Theatres / Arts Centres
-  Individuals
-  Producers



Our Operating Context

External environment – There is a real opportunity for change. We are in danger of retrenchment and competition instead of collaboration.

- ▶ The whole arts sector will face wide challenges post Covid such as fragile financial positions, scaling back of staff and need to re-recruit, interrupted flow of product and now the additional challenges of the cost-of-living crisis.
- ▶ There is a lack of statistics for the performing arts sector specifically (rather than those that include the Creative sector as a whole). This information is vital in terms of knowing what change needs to be done.
- ▶ Audiences changed habits and have new behaviours – especially engagement with digital, fears about returning to indoor entertainment, pressed personal financial position. There will be opportunities in local community building and being part of the Covid-recovery on many levels.
- ▶ There are pronounced inequalities as a result of Covid and the cost-of-living crisis and we are intent on ‘building back better’. This includes helping members fulfil their objects, especially around Widening Engagement, as well as our own.

- ▶ Our aims and objectives are based on membership consultation and industry knowledge and research. These will evolve as the needs for the membership and wider sector develop over time.

Our Purpose

Collaborative Networks – We connect performance makers and presenters to create joint understanding and shared beneficial outcomes that support the presentation and movement of performing arts activity. We will work hard to develop and nurture productive networks.

Leadership – We identify key sectoral issues and set the agenda to address those issues, both independently and through collaborative action with strategic partners. Through research, showcasing and celebration, we promote the value, and advocate for the needs of people and organisations in the performing arts industry.

Improving the Sector – We deliver a wide range of training and professional development opportunities and work to create a skilled, diverse and productive workforce for now and for the future. We provide information to help individuals and organisations in our membership develop best practice in presenting, enhancing of the workforce and promoting the sector as a viable career option.

FOCUS

The business plan identifies areas where Creu Cymru can best add value and what the organisation needs to do to deliver this. Our overarching priorities for the current planning period, as described under our Champion, Connect and Evolve banners of operation, are detailed below.

Champion

We aim to communicate the value of performing arts in Wales.

We identify members' key issues and set the agenda to progress those issues, both independently and through collaborative action with strategic allies. We represent the value of our members and promote the value they contribute to community wellbeing and cultural identity.

- ▶ Build the network and mutual respect, and develop best practice, for performing arts presenting.
- ▶ Promote and showcase Welsh performing arts.
- ▶ Be a valued and respected authority for the subsidised performing arts sector.
- ▶ Provide outstanding artistic experiences and support members to be businesses, making significant contributions to the economy.

Connect

We connect performance makers and presenters to create shared understanding, collective impact and mutually beneficial outcomes that support and extend the presentation and mobility of performing arts activity.

- ▶ Driving innovation within the industry, with business models that enable artistic risk-taking.
- ▶ Be a valued and respected authority for the subsidised performing arts sector.
- ▶ Be a strong and sustainable organisation.

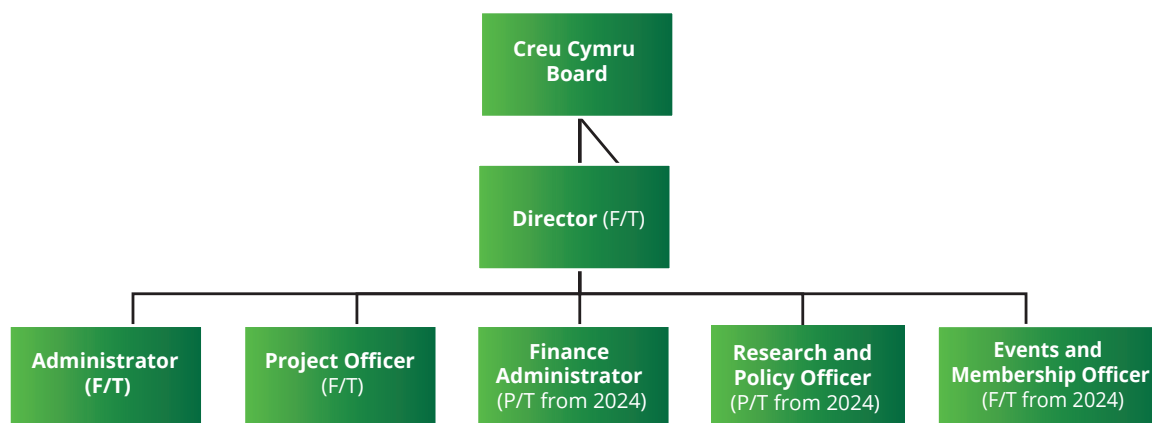
Evolve

We develop schemes to support, enhance the skills and experience of the existing workforce and enable those new to the sector to identify pathways into the industry. We aim to improve sector equality and diversity to ensure the development of a broad and representative range of content producers, and the production of work that is relevant to new and diverse audiences.

- ▶ Working with members to give audiences a sense of place, embracing everyone regardless of language, background, or heritage.
- ▶ Working with members to maximise social impact and community cohesion through the breadth of their activities and depth of engagement.
- ▶ Providing safe spaces for the development of artists and companies, encouraging and supporting artist experimentation and development.
- ▶ Supporting members to be diverse, vibrant environments and that reflect their audiences within the makeup of the staff.
- ▶ Working with members to give audiences a sense of belonging, embracing everyone regardless of language, background, or heritage.



ORGANISATIONAL STRUCTURE



Staff Roles

Director (F/T)

The Director has overall responsibility for the organisation, operations, leading on advocacy and representing the membership and sector across a range of forums. The Director also works on the development of new projects and services to support Creu Cymru's overall objectives and needs of the membership.

Administrator (F/T)

The Administrator supports the Director with administrative duties including arranging meetings, diary management, Board meetings and minutes and website updates. They also help with the coordination of training events, annual conference, and AGM. The role also includes assisting the Director in finance and fundraising.

Project Officer (F/T)

The Project Officer leads on the delivery and development of hynt, maintaining relationships with hynt venues and associates, project partners, and stakeholders, while supporting hynt cardholders and Deaf, disabled, and neurodiverse audiences. They coordinate training and an annual symposium with a focus on access. They also support other Creu Cymru projects.

Finance Administrator (P/T - new post)

The Finance Administrator will have responsibility for Creu Cymru's finance and administration systems. This includes invoicing, payments, and suppliers.

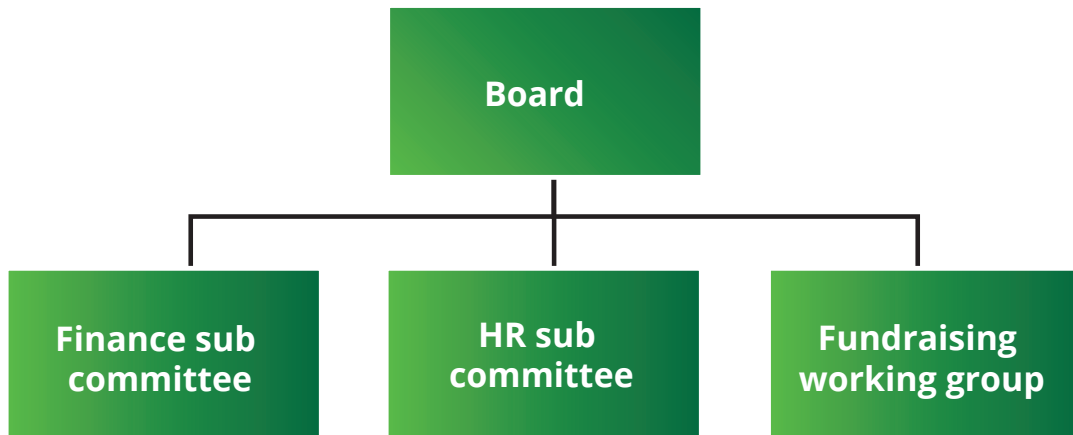
Research and Policy Officer (P/T - new post)

The Research and Policy Officer will work closely with the Director to produce a consistent and sustainable research, policy and advocacy plan and drive its progression. This will have a demonstrable and positive impact on the sector's visibility, value, and resources. The role will actively support the Director, allowing them to focus exclusively on high-level advocacy and the delivery of Creu Cymru's strategic priorities. The Research and Policy Officer will play a key role in enabling robust recovery for our members and the performing arts.

Events and Membership Officer (F/T new post)

The Events and Membership Officer will be responsible for Creu Cymru's membership and event programming. They will act as the main point of contact for initial enquiries and will be involved in Creu Cymru's membership service delivery. This includes membership recruitment and renewal, meeting planning, project and event design and delivery, administration and communications tasks. The role will be advertised as Welsh language essential.

Governance



Trustees shall be appointed to stand for three years with the opportunity to stand for a further period of three years. They are not then eligible to stand again for a period of one year.

The number of Trustees shall not be less than three nor, until otherwise determined by a General Meeting, more than twelve. At least three quarters of the Trustees appointed should be Members, unless otherwise determined by a General Meeting.

We will hold a minimum of four Board meetings per year. In addition, there will be meetings of the Board subgroups and working groups.

We will hold Annual General Meeting in addition to any other meetings in that year and shall specify the meeting as such in the notice calling it; and not more than fifteen months shall elapse between the date of one AGM of the Company and that of the next. The AGM shall be held at such time and place as the Trustees shall appoint.

We will continue to diversify the board to include representation from the expanded membership, freelancers and ensuring there is representation from a diverse group of people on the board.

We will carry out an annual skills and diversity audit of board members and make sure we are addressing any gaps through recruitment.

We will develop an exit strategy and board recruitment plan for the board members who will be coming to the end of their time on the board.

We are members of WCVA and continue to work on best practice when it comes to Governance.

Policies will be reviewed in line with their renewal dates and key policies will be available on our website (Equality, Diversity and Inclusion, Welsh Language and Environmental and Sustainability).

2023-2027 AIMS AND OBJECTIVES



STRATEGIC OBJECTIVE - EQUALITIES, DIVERSITY AND INCLUSION

For the past few years, we have strived to develop our work around equalities, diversity and inclusion. This Strategic Objective sets our ambitions to focus our efforts on developing an organisation that is diverse, fair and inclusive.

Creu Cymru must represent the diversity of our members. Seeking a diverse range of views and experiences will enable us to understand the extent of disproportionate impacts and associated needs.

We will work together to create a membership where diversity is recognised, valued and celebrated. We will proactively advance equality, diversity and inclusive practice in our staff and board recruitment and membership drive.

We want to empower members with their EDI journeys whilst looking at best practice internally.

Creu Cymru will collaborate with other organisations to support the sector in improving Equalities, Diversity and Inclusion across workforce, audiences and presentation of work.

We want to continue to improve and grow the work we have been doing on hynt since 2015 and other areas of EDI.

When it comes to employment, evidence shows that Deaf and/or disabled workers in the sector have significant employment challenges. Statistics from the Attitude Is Everything 'Accessible Employment Guide 05-21' show:

- ▶ 79% of respondents believed that barriers related to their impairments had impacted on their career.
- ▶ 51% had withdrawn from a job application process due to accessibility related reasons.
- ▶ 32% of respondents were working less hours than they wanted to be working.
- ▶ 62% of respondents felt their impairments had been a factor in not getting a role that they had applied for.

According to a 2019 report by Arts Council England, people from Global Majority backgrounds make up 16% of the UK population, but only 7% of audiences for mainstream theatre productions. This suggests a significant disparity between the general population and those who attend theatre in the UK.

In terms of staff diversity, a 2017 report by UK Theatre and SOLT (Society of London Theatre) found that only 12% of senior management positions in UK theatre were held by people from Global Majority backgrounds. However, the same report showed that the overall proportion of Global Majority staff in theatre had increased from 5% in 2011 to 11% in 2016.

Initial research for the hynt impact report show:

- ▶ The scheme is making a positive change to the lives of the users.
- ▶ The ability to use the card at multiple venues is a huge benefit.
- ▶ The spread of membership around different socio-economic backgrounds is good.
- ▶ Many hynt users have a very positive relationship with their local theatre.
- ▶ Without hynt, 90% of cardholders would go to the theatre less.
- ▶ 76% of respondents reported better access to culture.
- ▶ Using the best available data, hynt is only reaching a small percentage of people with certain registered disabilities.
- ▶ Plotting hynt cardholders against the Welsh Indices of Multiple Deprivation, hynt membership levels are similar across all. This is evidence that hynt is an effective tool for widening access in the most deprived areas of Wales.

STRATEGIC OBJECTIVE - EQUALITIES, DIVERSITY AND INCLUSION

How will we achieve it?

2023/24

We will continue with the delivery of hynt (the national access scheme for Wales). This will include continuing to promote the scheme, training and events for member venues, expanding

the scheme for both users and venues, and supporting hynt venue members to become more accessible to Deaf and disabled audiences, artists and staff. We will continue to bring those with lived experience into the project to present at events, training and to advise on the scheme.

We will communicate insight from the hynt Impact Report to members and users and put a plan in place to carry out initial changes to the scheme based on the findings.

Using our experience of nearly a decade of hynt to inform and support this work, while always advocating for the social model of disability, the importance of equity of experience at live performance arts events, and the lived experience of Deaf, disabled and neuro diverse people.

We will share and start to embed the recommendations made in the hynt Impact Report, created through interviews, surveys and focus groups with hynt cardholders; carers; Deaf, disabled, and neurodiverse people; venues; and stakeholders. We will host a sharing event and provide a clear guide to support the industry to make practical, short term and long-term change.

We will take on board the findings and recommendations of the Widening Engagement Action Plan both internally and how we can assist members with their actions via training, projects and collaborative working.

We will develop a set of principles for speakers and trainers setting a minimum balance of genders / ethnicity etc. We will follow these principles where possible at both our events and events where we are asked to contribute.

Breaking the Box will see us working with lead applicant Taking Flight Theatre Company, and other

project partners including hynt venues RCT Theatres, Carmarthenshire Theatres, Pontio and Awen Trust, and four disabled freelance partners with lived experience and creative practice. Hynt will support the sharing of learning from the project and embedding long term CPD and change that will be trialled and modelled in Breaking the Box 2 (BtB2). One Deaf, disabled or neurodivergent provocateur will be based at each venue, giving access a place at the table, to provoke and challenge usual ways of working, find opportunities for and support Early Career Creatives (ECCs). There will be a 12-month programme for 4 new back stage ECCs including paid training opportunities, and a training bursary for 5 actors to address the dearth of disabled and Deaf performers.

We will work with partners around Wales such as NTW and DAC on the delivery of an Access Forum. This will be a platform for sharing best practice, projects, networking and provide a space for Deaf, disabled, and neurodiverse people to inform and shape developments in the sector.

As well as training delivered through hynt we will also continue to provide training for members on other aspects of EDI such as Unconscious Bias and Introduction to LGBTQ+ Inclusion.

We will work with AM on a project working with six theatre creators to explore how access to theatre can be developed and how improved accessibility enables more inclusive engagement, a wider audience, innovative creative methods, and remedies to impactful economic and environmental effects. We will co-ordinate a symposium to explore the findings and how venues, companies and artists can continue to create or experiment with digital theatre, enabling more people to access the arts.

Individual membership will remain at low costs allowing those from socio-economic backgrounds to engage with the network.

We will continue to embed inclusive recruitment practice into any roles available in the organisation or board and will ensure all staff to attend annual EDI training.

We will carry out annual diversity audits of our Trustees and monitor and respond to results accordingly.

STRATEGIC OBJECTIVE - EQUALITIES, DIVERSITY AND INCLUSION

2024/25

We will continue to work with UK Partners on the development, pilot and roll out of the UK Wide National Access Scheme and support both venue members and hynt users

through the transition. This could be through using Wales as a pilot region to trial new technological advances e.g. box office synchronisation with an access scheme database.

The hynt symposium will focus on themes identified through the first year of embedding changes following the Impact Report, celebrating what has gone well and presenting provocations and inspiration for the more challenging or longer-term changes.

We will roll out the creation of a Hynt Advisory Panel working with staff and member venues to make continual improvements to the scheme. This will ensure that the voices and lived experience of Deaf, disabled and neurodiverse people shape hynt and inform decisions and directions. It will also provide a valuable networking opportunity.

Menu of resources on hynt website will be updated and enhanced as a result of the actions identified as important in the Impact Report.

We will develop programmes and training events to support members to increase diversity amongst their Boards and staff.

We will develop an inclusive recruitment guide for members.

We will continue to work with and form relationships with organisations with who can help us achieve our aims and objectives in this area such as Disability Arts Cymru, Race Council Cymru, Diverse Cymru, Stonewall Cymru, The Other Box and Disability Wales.

We will work with partners elsewhere in the UK to bring initiatives such as the Anti-Racism Touring Rider to Wales and the use of access riders to encourage the adoption and implementation of such schemes.

2025/26

We will celebrate 10 years of hynt with a high-profile marketing and PR campaign. Highlighting Wales as a nation of pioneering change in Equality, Diversity and Inclusion,

platforming the voices and feedback of hynt cardholders, audiences, venues and creatives.

We will employ a diversity consultant on a freelance basis who can act as a specialist advisor on all things EDI and can be on hand to help members.

In addition to the hynt advisory panel we will create a hynt Cardholders advisory group, making sure we are taking in and using feedback from members on a regular basis to improve the scheme.

We will work with the operators of the UK National Scheme, ensuring a smooth transition and delivery of the scheme.

We will identify events where we can represent members and the wider sector, promoting the arts as a safe space for LGBTQ+ audiences and staff such as presence at Pride Cymru.

2026/27

Year three will focus on embedding the new schemes and continuing to improve within this area.

STRATEGIC OBJECTIVE - ADVOCACY, RESEARCH AND IMPACT

Develop and implement an impactful research, policy and advocacy plan by employing a research and policy lead, working in partnership with a range of industry bodies. This will have a demonstrable and positive impact on the sector’s visibility, value, and resources.

Research will play a huge role in demonstrating the need for investment in key projects around skills, EDI and other strategic areas.

Always a key part of Creu Cymru’s activities, the Covid-19 pandemic made advocacy more essential than ever. By consulting with our members, we will make sure that national and local government policy and decision-making supports a vibrant sector.

How will we achieve it?

2023/24

We will identify key areas of importance to members and develop a range of programmes, training events and networking opportunities to help support members in addressing the

needs. This could also involve press and media activity and lobbying officials.

We will continue to be part of Audience Access Alliance, supporting recovery and growth and working in partnership with those involved.

We will continue to respond to Senedd Culture, Communications, Welsh Language, Sport and International Relations Committee inquiries, calls for evidence and present evidence at sessions where possible.

We will continue to be part of the Theatres Database Steering Group, led by Theatres Trust, the aim of this project is to create a user-friendly and comprehensive database that is useful to theatre operators, producers, local authority planning and culture departments, heritage researchers, and cultural policy makers and will be a powerful tool for advocacy for the theatre sector.

Maintaining a close working relationship with UK Theatre and other partners across the UK will be key to us representing the needs of the sector beyond Wales and making sure the voice of Wales is heard around the UK.

We will work together with UK sector bodies on new industry guidance that may be needed after the post Brexit legalisation form comes into place. This will be specifically looking at health and safety practice as the first priority.

2024/25

We will employ a P/T Policy and Research Officer who can work on developing and implementing an impactful advocacy and research plan, taking the needs of members, audiences and artists, and placing them at the heart of the plan.

We will consult actively with members on current issues, drawing intelligence from forums and communities of interest (e.g. individual members, What Next Cymru? Wales Culture Alliance etc).

We will continue to respond to Welsh Government consultation and legislation.

The Policy and Research Officer will also work on a campaign with members to prepare for UK General Elections including help and information on lobbying / manifestos etc.

2025/26

We will carry out an in-depth research programme looking at the demographics of the performing arts workforce and using the findings to design programmes, initiatives and training events to address gaps. We will

build an intelligence-led approach into annual cycles of research, working with partners such as NTW and Theatr Genedlaethol Cymru to regularly publish data and analysis of current trends.

We will redevelop the Creu Cymru website to include a resource section with template material that can be used by members when lobbying.

The Policy and Research Officer will also work on a campaign with members to prepare for 2026 Senedd Elections including help and information on lobbying / manifestos etc.

2026/27

We will coordinate a national benchmarking exercise every two years to collect essential information and data on activity, services, and employment conditions in the performing arts sector

in Wales. The data collected will be an important and influential tool for planning, resourcing, and demonstrating the value of the performing arts industry.

STRATEGIC OBJECTIVE - WORKFORCE DEVELOPMENT AND WELLBEING

Staff development and wellbeing is a core element of Creu Cymru's work.

By providing an impactful programme of Training and Professional Development we help build a resilient sector which upholds the best artistic and management practices and supports wellbeing.

We will deliver a wide range of training and professional development opportunities.

We will use member engagement and sector research to continually review Creu Cymru's training programme and CPD provision to make sure they are tailored to our members' needs.

According to a survey conducted by ArtsProfessional in 2019, 79% of respondents in the UK cultural sector reported experiencing stress, with 33% describing their stress levels as "high" or "very high." Furthermore, a study carried out by Dr Lucie Clements in May 2022 showed that people working in the performing arts are twice as likely to experience depression as the general population. The impact of Covid restrictions on theatres had exacerbated contributory factors such as job insecurity and low pay as well as antisocial working hours, time away from home and lack of support from people in positions of authority. This is why we will continue to prioritise mental health and wellbeing amongst those who work in the performing arts.

How will we achieve it?

2023/24

We will tailor our Training and Professional Development to the needs of performing arts professionals and review our current offer to make sure that it reflects the current needs of our members and wider workforce issues affected by the pandemic.

We will work in partnership with venues and professionals within the sector to bring back in-person training which is responsive to the needs and gaps which have been left because of lockdown.

We will identify priority issues for members and develop / deliver and promote training, events, and resources – signposting to or collaborating with partners where relevant, avoiding duplication – to address member needs and improve skills.

On behalf of the Arts Council of Wales we will work with facilitator Lisa Baxter on the development and delivery of 'Extending Reach, Deepening Engagement'. This is a free-to-access strategic development opportunity for arts leaders who want to better, and more meaningfully, engage with the people and communities they serve, aimed at Creu Cymru members and wider networks.

We will work with UK Partners such as Federation of Scottish Theatre, Theatre NI and UK Theatre on the creation of the National Wellbeing in the Arts Month aimed at those working in the industry. Working together will allow us to share resources, raise awareness at a national level and have a greater impact.

We will continue with role specific networking meetings such as marketing / communications and technical / operations and use these meetings to support staff and identify opportunities for peer-to-peer learning and sharing.

We will provide bursaries for individuals to use on training, visits to conferences and events. They then can disseminate that learning to their organisation (if relevant) and the wider network via meetings and events.

2024/25

There are large gaps in the workforce when it comes to Welsh speakers in certain roles. We will focus on Welsh language skills development, particularly looking at technical, marketing and PR. This will feature training opportunities, promoting the industry and Welsh language events and working with partners in the wider events sector to share resources.

We will formalise a network with UK theatre bodies (Theatres Trust, FST, Theatre NI, One Dance UK, ABTT) and develop the idea of a joint symposium.

We will develop more 'On Demand' style training resources that can be used by members in their own time, creating a flexible and sustainable approach to training.

We will work with partners and members to inspire people – particularly young people, those from working class backgrounds and from the Global Majority – to embark on a career in theatre and encourage those who have left to return to work in the theatre.

STRATEGIC OBJECTIVE - WORKFORCE DEVELOPMENT AND WELLBEING

Inspired by the European Theatre Council's 'Staff Exchange Programme' we will research the need for a version in Wales. 'Swits' (switch in Welsh) will launch a pilot for two organisations to take part. Swits will offer all administrative, technical, and artistic staff from member organisations the opportunity to exchange know-how and skills at another Creu Cymru member organisation for a period of up to four weeks.

The programme will inspire the sharing of best practices and knowledge, peer-learning, on-the-job training, and the development of personal, professional and intercultural skills and competence.

Grants will include travel costs and subsistence costs.

2025/26

To widen our ability to promote careers in the arts in Wales we will host a stand at Skills Cymru and other relevant events, on behalf of members, enabling us to

maximise resources.

We will create a partnership with PiPA (Parents and Carers in Performing Arts) and increase their presence in Wales. We will work with them on Wales specific programmes and activities such as PiPA Foundations - an entry level programme designed to support organisations of all sizes, remits and resources.

We will work with the Unions and other industry partners, as well as members to develop safeguarding principles and methods of reporting inappropriate behaviour throughout the sector.

Our aim is to work with members to ensure that the sector is actively responding to the need for better workplace safety and prevention from harm, and to consult on this work in the context of the performing arts industry.

All relevant staff will undertake Train the Trainer training to increase skills and confidence when facilitating in house training in future years.

Launch the 'Swits' programme with 6 opportunities in the first year.

2026/27

We will forge links with UK partners to expand the 'Swits' programme to other regions.

We will create a Creu Cymru training programme, in addition to the 'off the shelf' training courses, allowing us to offer certain training at an even more subsidised cost to members. We will look at where the gaps are and use this as an opportunity to address the diversity and representation in trainers - especially Welsh language trainers.



STRATEGIC OBJECTIVE – SHOWCASING, CELEBRATION AND INNOVATION

Showcasing and celebrating the performing arts in Wales goes hand in hand with advocating for the sector. We aim to showcase artists, producing companies and venues through Wales and beyond to develop new, artistically driven, collaborative partnerships amongst members and other partners. We will celebrate the workforce amongst the performing arts sector, on and off the stage.

Showcasing and celebrating will give us another opportunity to respond to the needs of members, whilst giving us a chance to promote the work of the sector in Wales and further afield.

Alongside this we will focus on target areas for innovation such as Digital Theatre and enable members to experiment and explore innovative practices.

Even prior to the Pandemic there was a case for increased digital innovation in the arts and live streaming.

The 'Live to Digital - Understanding the Impact of Digital Developments in Theatre on Audiences, Production and Distribution' commissioned by ACE, UK Theatre SOLT (October 2016) highlights that participants expressed a range of views about the impact Live-to-Digital is having on audiences, not least whether live attendances have declined or increased as a direct result of the availability of Live to-Digital programming. However, survey responses indicate that theatregoers are neither more nor less likely to attend live theatre if they experience it digitally. In fact, those who stream Live-to-Digital work are slightly more likely to attend live cultural performances more frequently than the average theatregoer: 37% of those who stream say they attended a dozen times or more in the past year, as compared with 24% of respondents overall.

Younger audience survey respondents are more likely than older respondents to stream performances than attend theatre in person or in the cinema: 71% of respondents ages 16-24 have streamed; 55% of respondents ages 25-44 have streamed; and under 30% of those 45 and older have done so.

Those who stream are more diverse: 68% of survey takers identifying as Global Majority British respondents have streamed, nearly twice the average (37%) for White British respondents. This informs part of a critical, and much broader discussion about participation, as raised

in the Arts and Humanities Research Council's 2016 report on Cultural Value, whose authors argue that Global Majority cultural practice and consumption have been particularly marginalised when discussing participation in cultural activity.

How will we achieve it?

2023/24

We will provide bursaries for members to attend festivals, performances, CPD opportunities and conferences to improve their own artistic practice and self development.

We will achieve this through show / festival visits, themed curated visits and support for individuals – focused on work that is not regularly programmed in Wales, and offers opportunities to engage wider audiences.

Going to see shows or visit festivals enables members to quality-assure work before booking or working with the artists involved, and to gain peer support in innovative programming and producing. For our members who are presenters this helps them to develop new audiences and wider programme needs. For the companies and artists seeing other work helps them make connections, identify talent and helps develop their own practices as artists.

We aim that this will:

- ▶ Improve resilience and financial sustainability
- ▶ Improve artistic quality and breadth of artistic presentation.
- ▶ Develop audiences and artists with underrepresented sectors, including those with access needs and / or from a Global Majority.

We will provide opportunities for members to promote and celebrate their success or upcoming projects as part of the Annual Conference.

We will share information about potential touring product around the network via newsletters, meetings and at events.

STRATEGIC OBJECTIVE – SHOWCASING,
CELEBRATION AND INNOVATION

We will work in partnership with companies and venues on the Wales Mid-Scale Theatre Consortium. The project will grow skills, resilience, confidence, and improve the sustainability of touring provision in Wales. The aim is to use SMART data and research to empower venues to grow audience loyalty and reach to evolve models of co-production and presentation over 4 years including co-commissioning, development, investment and exploitation of work through future touring and /or commercial presentation.

Partners will include:

National Theatre Wales
Theatr Genedlaethol Cymru
Aberystwyth Arts Centre
Torch Theatre
Sherman Theatre
Riverfront, Newport
Theatr Brycheiniog
Pontio
Theatrau Sir Gâr
Taliesin

Year one will focus on shaping the needs and actions for the project, alongside major fundraising.

2024/25

We want to make it easier for theatre makers and venues to form the kind of alliances that help artists to create their best work, theatre buildings to unlock their creative potential, and audiences to connect with new theatre. We will create Mix Up and Pitch events, a gathering of theatre makers, producers and theatre programmers.

Mix Up and Pitch will be aimed at sharing new ideas and encouraging the connections to make them happen. Pitches will come from theatre-makers, producers and venues in a spirit of openness and collaboration, ensuring it's a valuable event whether you're pitching or not.

We will support members with subsidised accommodation at Edinburgh, alongside networking opportunities whilst at the Festival.

We will continue to collaborate with Theatre NI and FST and forge collaborative partnerships in order to cross-promote work across the nations.

Promoting the availability of touring product and finding freelancers to fulfil roles are two big issues that could be solved with technology. We will scope the development of an arts database, working with the sector to assess the need and how it could operate. This could be a freelancer's version of the Literature Wales project 'Writers of Wales Directory' or a Wales specific version of the Tourbook (created by The Touring Network) currently being used in Scotland, Ireland and Northern Ireland. We will consult with key organisations such as Cultural Freelancers Wales.

We want to put Wales on the map with national and international colleagues. We will scope the hosting of performing arts conferences in Wales, potentially in partnership with Event Wales, such as ISPA, Assitej or AMA.

Year two of the Wales Mid-Scale Theatre Consortium, which will include a symposium to share learning and reflection on the project so far. Develop and grow collaborative production and partnership model. Build clearer picture of theatre audiences across Wales based on shared data and bespoke CRM investment. Enhance sector skills in marketing, engagement activity and curriculum. Reduce risk-taking in hosting and touring shows.

We will commission and deploy missing audience research with National Theatre Wales and Theatr Genedlaethol. We will publish data and analysis of their needs and interests.

We will identify gaps and opportunities in the Wales Mid-Scale Theatre Consortium data and blend with the missing audience research.

We will work with partners such as AM and The Space on a digital research project to map current trends and the future ambitions of digital theatre in Wales. This will include live streaming, work created specifically for digital / online consumption and virtual and augmented reality.

STRATEGIC OBJECTIVE – SHOWCASING, CELEBRATION AND INNOVATION

2025/26

We will develop a celebration event for the arts in Wales that celebrates the workforce both on and off stage, showing the impact of the sector and using this as an opportunity to

increase awareness with stakeholders, press and public. It will focus on celebrating excellence in performing arts, leadership, new thinking and best practice, with a focus on lasting impact in communities.

Develop and fundraise for the database project, using the findings from the previous year's research.

Year three of Wales Mid-Scale Theatre Consortium which will aim to increase those taking part and start to explore co-production models. Continue to lead audience data sharing and research.

We will create an annual guide to touring in Wales. Getting work programmed is hard; getting new work programmed is even harder. Without a known title, famous actors or national reputation, persuading programmers to take a risk on your new show can be challenging. There is a sense of the touring landscape shifting, as we seek to find ways of offering audiences a deeper, more meaningful engagement with touring work, resulting in new and different relationships between artists and venues. This guide will be put together to help artists and companies making new work overcome some of the barriers to getting their work programmed.

In partnership with leading artists and organisations in this field, we will host a digital theatre symposium sharing the findings from our research project and bringing leaders in the field to discuss their work.

2026/27

Deliver the database project.

Deliver Wales Mid-Scale Theatre Consortium year 4. Continue to share audience data and research. Devolve producing / knowledge / agency across partners, bringing in new voices and stories and enhancing shared national working at mid-scale.

Develop and deliver symposium with Wales Mid-Scale Theatre Consortium partners. Disseminate learning, open-source knowledge and templates to other venues and producing companies.



STRATEGIC OBJECTIVE – ENVIRONMENT AND SUSTAINABILITY

Creu Cymru will collaborate with other organisations to support the sector in environmental and sustainability practice and help members become more carbon neutral and promote climate justice, as well as looking at what we can achieve internally.

There is a wealth of knowledge in the performing arts itself and in the wider cultural sector. By developing strategic partnerships and working closely with other organisations whose focus is on policy areas we will support the sector to share best practice.

How will we achieve it?

2023/24

Over the last couple of years we have been remodelling the organisation and in turn, what events we run and how we run them. As a result of the pandemic all our activity moved

online. Since then, we have continued with a hybrid model for meetings, events and training, as this greatly reduced not only our carbon emissions but also for members traveling to events. It has also allowed for greater connection with members, enabling those with limited resources to still engage with our activity.

We will continue to look at our own targets on sustainability such as reducing our carbon emissions, carbon off setting etc. We will ensure Creu Cymru events will feature reduced paper use, no single use plastics, and we will look at what catering is provided, trying to get locally sourced suppliers where possible (working with host organisation or venue).

We will look the at clients and services we use and ensure they are environmental ethical partners and suppliers.

We will partner with NTW, the Riverfront, Aberystwyth Arts Centre and Pontio on Annual sustainability conference(s), highlighting best practice and sharing ideas.

We will continue to work with partners such as Theatres Trust and ABTT on sustainability projects such as the development and promotion of the Theatre Green Book.

We will continue to offer training for members on sustainability and Climate Justice.

2024/25

We will maintain strategic partnerships with key organisations in relation to this sector such as Cynnal Cymru, Theatres Trust, UK Theatre, Independent Theatre Council and

Community Leisure UK to work on joint initiatives and advocacy. We will develop new relationships with key partners such as Julie's Bicycle.

We will lead on the creation of a sustainability forum, open to members and non-members to share best practice, ideas and collaboration.

We will include a statement and report on our sustainability practice and progress as part of our Annual Report and on our website.

2025/26

We will work with Julie's Bicycle, funding spaces for members to attend the Creative Climate Leadership training course.

2026/27

We will continue to focus on developments in this area and respond to members needs accordingly. This could be funding for regional members to collaborate across their region, training, or events.

STRATEGIC OBJECTIVE - INCREASED MEMBERSHIP ENGAGEMENT

We want more Creu Cymru Members from the whole spectrum of job roles to get involved and benefit in Creu Cymru activities, training, and advocacy. We also aim to grow the membership to include more companies, freelancers, venues, and associates.

By having an engaged membership, those not involved will see the benefits and reasons for joining.

To create a critical mass of members representing art form, discipline, geographical spread which is as reflective of the diversity of the performing arts sector in Wales as possible. This, in turn, will help us create the best possible networking opportunities, develop specialist forums, encourage collaboration, facilitate best practice and peer learning.

How will we achieve it?

2023/24

We will carry out a detailed membership renewal and recruitment drive, incentivising loyalty and advocating the benefits of membership through testimonials and other evidence.

We will aim to retain at least 90% of current members each year.

If a member fails to renew, we look at why this happened and if we can rectify or support that member to re-join.

We will create opportunities for members to be actively involved in the Annual Conference, whether that's as speaker, presenter, host, chair or providing the ability to suggest themes and content.

We will continue to develop and host a member steering group, made up of a range of members (scale / geography / level of membership all considered). The steering group will be a sounding board for ideas, projects, and event themes.

We will actively seek content and ideas via other forums / surveys etc, ensuring we are always member led.

We will continue to develop smooth communications with our members: from social media, through targeted emails with updates to our monthly e-newsletter.

We will publish an Annual Report highlighting all our activities for the previous financial year and use our AGM to report on our achievements.

We will carry out an annual membership satisfaction survey and report on and act on findings

We will organise the events and meet-ups (both virtual and in person) for the Creu Cymru members and the wider sector: as detailed in Appendix 2.

2024/25

We will keep membership levels accessible and continually review our membership sign ups.

We will strengthen our partnership with Cultural Freelancers Wales to enhance our support for freelancers and independents.

We will grow our Associate Membership level (open to any Wales based professional organisation working within the performing arts sector in a supporting or strategic capacity).

The Annual Conference will continue to be hosted in a member venue and move around Wales (prioritising areas with access to good public transport to limit the impact on the environment). We will work in partnership with the host organisation to shape the day and include local creatives where possible.

2025/26

We will redevelop the website to create a member only area for additional content. This will include meeting recordings, resources, and stats.

We will create a mentoring programme to support those wishing to become mentors and mentees including bespoke training and a supported mentoring programme.

We will review membership fees and adjust and maintain accordingly.

2026/27

We will move the Conference to become a two-day event, increasing the time for learning, sharing and networking, the aim of which is that it becomes a highlight event in the performing arts sector calendar.

STRATEGIC OBJECTIVE - WELSH LANGUAGE

Nothing makes Wales more distinctive than the Welsh Language. The language provides a means to understand and enjoy an extraordinary rich culture. The Arts thrive on this and are a key component in continuing the Welsh Language's vital role at the heart of Welsh life.

The Welsh Language Act 1993 establishes the principle that Welsh and English languages should be treated on a basis of equality in the conduct of public business and the administration of justice in Wales. To achieve this, Creu Cymru have published a Welsh Language policy and a set of objectives that explains how they intend to meet this commitment.

The Welsh Government has set a target of 1 million Welsh Speakers by 2050 and it is incumbent upon all public funded bodies, including Creu Cymru to contribute to the achievement of this goal.

We will work with members and key stakeholders to support Welsh speakers and learners in their roles and create schemes to promote roles within the arts to Welsh speakers. Consultation with members tells us that there is a shortage on key roles e.g. technicians, fundraiser and marketing staff as well as issues with recruiting Welsh speaking Board members. We want to increase the level of training we provide for members in Welsh.

2023/24

Staff are already made up of a mix of Welsh speakers and learners and we will continue to use Welsh in written and verbal communications where possible.

Welsh language will be a deciding factor when recruiting new board members.

We will provide translation at regional meetings, the Annual Conference and the AGM and ensure at least 2 Welsh speakers presenting at the Conference.

Our website is bilingual, and we will continue to create content in both languages.

We will attend the National Eisteddfod to scope what our involvement in the future could be (host a talk / stand etc). As a non-public facing organisation it is important to create the right opportunity to be involved.

We will create a network of Welsh speakers amongst the members for support, help shape projects and joint initiatives.

2024/25

We will aim to have official Welsh Language Commissioner recognition for our Cynnig Cymraeg.

We will increase the amount of training we are able to provide in the Welsh language by creating our own in-house training programme.

Following on from our internal scoping visit in 2023 to the National Eisteddfod we will use findings from the 2023 visit to inform our involvement in 2024 and future Eisteddfods. We will work with members who are based in the area of that year's Eisteddfod (Treorchy 2024), and partner with them on activity.

Alongside the Eisteddfod, we will scope other Welsh language events that may be suitable to attend, host events at or partner with, in order to help achieve some of our aims around workforce, advocacy and members.

We will work with partners such as the Eisteddfod, FE/HE institutions, CC Skills, Cult Cymru, Skills Cymru and Creative Wales to focus on skills / workforce development specifically aimed at gaps in Welsh speakers.

2025/26

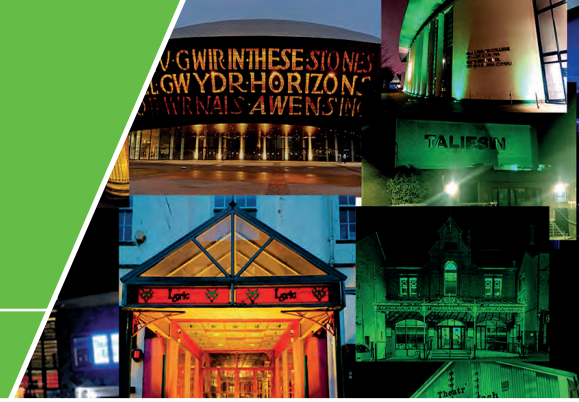
Linked to the research programme, we will work with key partners such as Welsh language producing companies and venues, Mentrau Iaith, National Eisteddfod, the Urdd etc to carry out an intensive research project mapping Welsh speakers within the performing arts sector, what gaps there are and intersectionality within the sector.

The Events and Membership Officer role will be Welsh essential.

2026/27

Continuing to improve our Welsh Language outputs and work.

RESOURCE AND CAPACITY BUILDING



To fulfil our strategic objectives, we need to address what resources may be required including staffing and finance and how we could build capacity within the organisation.

2023/24

▶ We will aim to maintain the Project Administrator role as a full-time post (previously 3 days per week, increased to 5 days in 2022).

- ▶ We will build staff time into project plans and applications to ensure we have the capacity to deliver our projects and events.
- ▶ We will continue to pursue trust and foundation funding for our activity and core costs.
- ▶ We will aim to attract further corporate partnership support of Annual Conference.
- ▶ We will identify opportunities and apply for small grants with ACW where available.

2024/25

▶ We will review our Fundraising Strategy and adjust accordingly based on membership fees, grants and activity.

- ▶ We will strengthen the Creu Cymru team by employing a P/T Research and Policy Officer, a P/T Finance Administrator and a full time Events and Membership Officer who can increase the support provided to members and grow membership numbers and income.
- ▶ The Events and Membership Officer will act as the main point of contact for initial enquiries and will be involved in Creu Cymru's membership service delivery. This includes membership recruitment and renewal, meeting planning, project and event design and delivery, administration, and communications tasks.
- ▶ Throughout the pandemic, Creu Cymru's advocacy role increased significantly, as we played a leading role in making the case for additional investment in the sector. We are increasingly seen as the

credible voice of the performing arts, responsible for advocating for the interests of everyone employed in the sector, as well as directly for our members. Responding to this we plan to transform, strengthen, and innovate our approach to advocacy, policy, partnerships, and research by employing a Research and Policy Officer. The Research and Policy Officer will work closely with the Director to produce a consistent and sustainable advocacy plan and drive its progression. This will have a demonstrable and positive impact on the sector's visibility, value and resources. The role will actively support the Director, allowing them to focus exclusively on high-level advocacy and the delivery of Creu Cymru's strategic priorities. The Research and Policy Officer will play a key role in enabling robust recovery for our members and the performing arts as a whole.

- ▶ We will identify how we can streamline systems such as autopay through the website or investing in a CRM system.
- ▶ We will scope options for earned income through affiliate partnerships or as a service provider such as facilitation / event speakers etc.
- ▶ As part of further redevelopment of the website we will integrate purchase options into the website to streamline the booking processes to training and events, freeing up staff resources.

2025/26

▶ We will aim to attract corporate support for the Celebration Event.

2026/27

▶ We will develop an in house training programme, reducing costs for external facilitators, and giving us more ownership on resources.

- ▶ We will negotiate further portfolio funding from ACW for a further three years.

Key Performance Indicators

AREA	2024/25	2025/26	2026/27
Membership	We will aim to retain at least 90% of current members each year.	We will aim to retain at least 90% of current members each year.	We will aim to retain at least 95% of current members each year.
Membership	One new member per year	One new member per year	One new member per year
Conference Attendance	Increase Conference attendance by 5 people from the previous year	Increase Conference attendance by 10 people from the previous year	Increase Conference attendance by 15 people from the previous year
Hynt	90% hynt venue membership renewal each year	90% hynt venue membership renewal each year	95% hynt venue membership renewal each year
Hynt	5% increase in hynt users per year	5% increase in hynt users per year	7% increase in hynt users per year
Board	At least 50/50 female / male representation on our Board.	At least 20% of the Board to come from a Global Majority background and/or deaf/ disabled person	At least 25% of the Board to come from a Global Majority background and/or deaf/ disabled person
Advocacy	Involvement in at least one Welsh Government event per year	Involvement in at least one Welsh Government event per year	Involvement in at least two Welsh Government events per year
Sector Benchmarking	70% rate of return to initial benchmarking survey	75% rate of return to initial benchmarking survey	80% rate of return to initial benchmarking survey
Press	2 articles / interviews per year	3 articles / interviews per year	4 articles / interviews per year
Training	Training events achieve 75% attendance on capacity.	Training events achieve 80% attendance on capacity.	Training events achieve 85% attendance on capacity.
Training	At least two non Creu Cymru members at training events and Conference (where applicable).	At least four non Creu Cymru members at training events and Conference (where applicable).	At least six non Creu Cymru members at training events and Conference (where applicable).
Training	70% of attendees responded positively to training events in post event surveys.	75% of attendees responded positively to training events in post event surveys.	80% of attendees responded positively to training events in post event surveys.
Sustainability	Annual monitoring of carbon footprint and an annual reduction of 10% per year.	Annual monitoring of carbon footprint and an annual reduction of 10% per year.	Annual monitoring of carbon footprint and an annual reduction of 10% per year.
Sustainability	Publish annual report on how we are tackling climate justice.	Generate one piece of press about how the industry is tackling climate justice.	

APPENDIX ONE

Financial Breakdown

CREU CYMRU 2024-27 BUDGET

EXPENDITURE

Overheads	2023/24	2024/25	2025/26	2026/27
Staff Costs				
Director salary	£48000	£48960	£49939	£50937
Administrator salary	£24960	£25459	£25968	£26487
Finance Administrator	£0	£10405	£10613	£10825
Research and Policy Officer	£0	£15444	£15752	£16067
Events and Membership Officer	£0	£26000	£26520	£27050
Project Administrator (rest of salary paid via hynt)	£5200	£5304	£5411	£5519
Non-consolidated payment for staff	£1500	£0	£0	£0
Employers NI	£9904	£13932	£14376	£14820
Pension Contributions	£4022	£5896	£6052	£6208
Recruitment costs		£2500	£500	£1500
Staff training	£0	£1000	£1500	£2000
Total	£93,586	£154,900	£156,631	£161413

Freelance costs	2023/24	2024/25	2025/26	2026/27
Freelance support		£2500	£2500	£3000
Total		£2500	£2500	£3000

IT and infrastructure	2023/24	2024/25	2025/26	2026/27
IT & Website	£2000	£2000	£7500 (inc website redevelopment)	£2800
Zoom subscription with translation services	£2000	£2000	£2200	£2300
Survey Monkey / Zoom / IT Support / Zero	£1077	£1100	£1170	£1220.00
Total	£5077	£5100	£10870	£6320

APPENDIX ONE

Financial Breakdown

CREU CYMRU 2024-27 BUDGET

EXPENDITURE

Operational costs / Other expenditure	2023/24	2024/25	2025/26	2026/27
Subscription and memberships	£560	£570	£580	£590
General office costs and consumables	£1530	£1564	£1626	£1687
Translation and Interpretation	£2653	£1000	£1500	£1800
Travel and accommodation	£1500	£2500	£3000	£3500
Accounting	£4500	£4500	£4700	£5000
Governance (Board costs and insurance)	£1523	£2000	£2200	£2500
Total	£12226	£12134	£13606	£15077

Building costs inc rent and utilities	2023/24	2024/25	2025/26	2026/27
Utilities	£3090	£4710	£4740	£4777
Total	£3090	£4710	£4740	£4777

Marketing and Comms	2023/24	2024/25	2025/26	2026/27
Marketing	£500	£500	£600	£600
Total	£500	£500	£600	£600

Access	2023/24	2024/25	2025/26	2026/27
Access (Captioning, BSL etc)	£4700 (impact report)	£500	£700	£900
Total	£4700	£500	£700	£900

APPENDIX ONE

Financial Breakdown

CREU CYMRU 2024-27 BUDGET

EXPENDITURE

Annual Activity (Direct Arts Activity Expenditure)	2023/24	2024/25	2025/26	2026/27
Conference	£2000	£2500	£3000	£3500
Professional fees		£2000	£2000	£2500
Meeting expenses	£1000	£2000	£2500	£3000
Edinburgh flat rental		£10000	£11000	£12000
Curated visits and bursaries		£10000	£10000	£11250
Training - members	£3000	£8000	£9000	£10000
AGM	£500	£800	£1000	£1200
Total	£6500	£35300	£38500	£43450

Project costs (Direct Arts Activity Expenditure)	2023/24	2024/25	2025/26	2026/27
Extending Reach, Deepening Engagement	£11640			£0
Research budget		£5000	£6000	£7000
Pitch Event		£8000	£16000	£16000
Celebration of sector event			£4000	£5000
Digital Production Project	£2000			£0
Database project		£5000	£10000	£40000
Audience Data Consortium				
Mentoring Programme			£10000	£10000
In house training programme development				£5000
Creative Climate Leadership Bursaries				£1000
PiPA Foundations / Programmes			£3000	£4500
Total	£13640	£18000	£49000	£88500

APPENDIX ONE

Financial Breakdown

CREU CYMRU 2024-27 BUDGET

EXPENDITURE

Hynt Delivery Costs	2023/24	2024/25	2025/26	2026/27
Training - delivered to members	£4080	£4080	£4284	£4488
Marketing materials	£630	£630	£661	£693
Hynt website development and hosting	£1000	£1040	£1050	£1100
Symposium event	£3500	£3500	£3675	£3850
Arbitration	£6200	£6242	£6510	£6820
Translation / Interpretation	£1200	£1248	£1260	£1320
Access (captions / BSL etc)	£1500	£1560	£1575	£1650
Staff travel / accommodation	£1200	£1248	£1260	£1320
Room hire	£300	£300	£315	£330
Consumables	£520	£520	£546	£572
Contribution to overhead	£5275	£5275	£5538	£5802
Card costs	£20000	£20000	£21000	£21500
Initial impact report findings implementation				
Advisory panels				
Staff costs	£20800	£21216	£21639	£22072
Total	£66205	£66859	£69313	£71517

SUMMARY - TOTAL EXPENDITURE	2023/24	2024/25	2025/26	2026/27
Total	£205564	£300503	£346460	£395554

APPENDIX ONE

Financial Breakdown

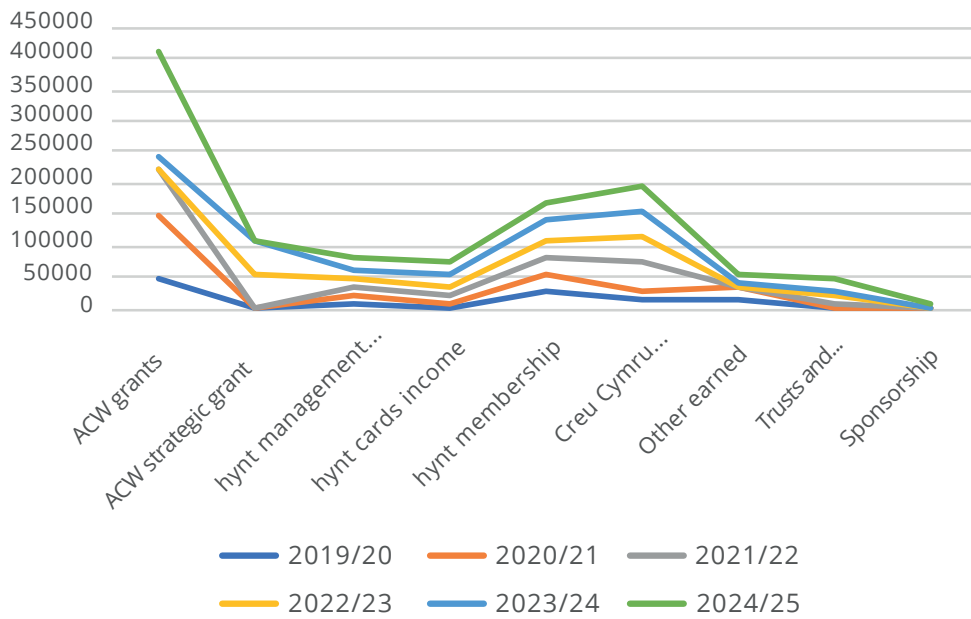
CREU CYMRU 2024-27 BUDGET

INCOME

Area	2023/24	2024/25	2025/26	2026/27
ACW Grants				
ACW Strategic Grant	£51000			
ACW Annual Grant		£156565	£195959	£195585
Hynt Management fee	£17205	£17663	£19313	£21017
Hynt Cards	£20000	£21000	£21500	£22000
Hynt contribution to overheads	£5275	£5275	£5538	£5802
ACW Extending Reach, Deepening Engagement	£19584			
Digital Production Project grant	£2000			
Activity Income				
CC membership fees	£40000	£40000	£41000	£42000
Hynt membership fees	£29000	£30000	£30500	£31000
Curated Visits bursary/Contributions	0	£500	£550	£650
Edinburgh sub-letting	0	£11000	£12000	£13000
Training Contributions	£500	£500	£600	£700
Conference income	£1000	£1000	£1500	£2000
Trust and Foundation Income	£10000	£20000	£22000	£65000 (inc database project)
Corporate Income	£2000	£2000	£2500	£3000
Other Earned Income			£500	£800
Total	£197564	£305503	£353460	£402554

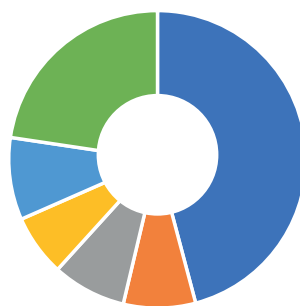
SUMMARY	2023/24	2024/25	2025/26	2026/27
Expenditure total	£205564	£300503	£346460	£395554
Income for the year	£205564	£305503	£353460	£402554
Money brought forward	£8000			
Surplus / Deficit for the year		£5000	£7000	£7000

Year on Year Income



EXPENDITURE

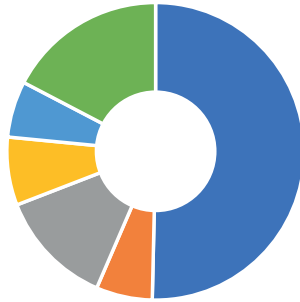
2023/24 Expenditure Breakdown



- Staff costs
- Operational costs
- Activity costs
- Project costs
- hynt cards
- hynt activity and staffing

Staff costs - 40%	Operational costs - 7%	Activity costs - 8%
Project costs - 7%	hynt cards - 8%	hynt activity and staffing - 30%*

Budgeted 2024/25 Expenditure



- Staff costs
- Operational costs
- Activity costs
- Project costs
- hynt cards
- hynt activity and staffing

Staff costs - 49%
Project costs - 8%

Operational costs - 7%
hynt cards - 7%

Activity costs - 13%
hynt activity and staffing - 16%



APPENDIX TWO

Activity Plan February 2023 – February 2024

Title	Online / In person	Date	Target beneficiaries	Type
Deaf awareness training	Online	7th Feb	16	Training
Marketing and Comms	Online	14th Feb	8-10	Meeting
Intro to LGBTQ+ Awareness	Online	15th Feb	20	Training
Investment Review Open Circle	Online	16th Feb	10	Meeting
Venues / Presenters meeting	Online	17th Feb	15	Meeting
Board meeting	In person	28th Feb	8	Board meeting
Producers	Online	2nd March	10	Meeting
Technical / Operations	Online	9th March	8-10	Meeting
Investment Review Open Circle	Online	16th March	10	Meeting
South Wales Regional Meeting	In person	5th April	20	Meeting
Annual Conference	In person	9th May	70	Conference
Extending Reach, Deepening Engagement	Online	May- June	15	Training
Venues / Presenters meeting	Online	6th June	15	Meeting
Board meeting	In person	20th June	8	Board meeting
Wellbeing Month	Mixed	June	100	Mix
Hynt symposium	In person	21st June	30	Conference
Sustainability Conference – Newport	Mixed	12th July	50	Conference
Members advisory panel	Online	July	6	Meeting
North Wales Regional Meeting	In person	w/c 3rd July	10	Meeting
Marketing and Comms	Online	17th Aug	8-10	Meeting
Technical / Operations	Online	7th Sept	8-10	Meeting
Producers	Online	21st Sept	10	Meeting
Sustainability Conference – Pontio	Mixed	27th Sept	40	Conference
Board meeting	In person	28th Sept	8	Board meeting
Venues / Presenters meeting	Online	5th Oct	15	Meeting
Board meeting	In person	5th Dec	8	Board meeting
Sustainability Conference – Aberystwyth Arts Centre	Mixed	October	40	Conference
AGM	In person	January	50	AGM
Mid / West Wales Regional Meeting	In person	January	15	Meeting
Marketing and Comms	Online	February	8-10	Meeting
Venues / Presenters meeting	Online	February	15	Meeting
Board meeting	TBC	February	8	Board meeting

Conference (once a year, in person)

A networking and thought engaging event to connect members and discuss topics of interest.

AGM (once a year, online / in person TBC)

Annual General Meeting to report on progress of organisation and vote on matters such as trustees.

Pitching Day (once- twice a year, in person)

An opportunity for members and non-members to pitch projects and ideas. Could be a venue looking to programme a particular series of work or a producer looking for touring or co-producing opportunities. If you are a member producer, you get priority to book a slot. Non-member producers can also pitch. Could involve performance demonstration.

Marketing and Communications (twice a year, online)

To share best practice, latest developments in the sector, could have themed topics such as welcoming back audiences post Covid or shared marketing campaigns.

Technical / Operations (twice a year, online)

To share best practice, latest developments in the sector, could have themed topics such as Covid-safe procedures or sustainability.

Venue meeting (twice a year, online)

To discuss venue specific issues that may have arisen from other networking meetings or through general discussions. To share potential work to be programmed, toured or seen.

Producers meeting (twice a year, online)

To discuss producer specific issues that may have arisen from other networking meetings or through general discussions.

Regional Networking Meetings (one meeting per region in person)

North Wales

West / Mid Wales

South Wales

To work with regional members on joint initiatives and sharings.

Member meeting (once a year, online)

Introduction to new members and plans for the following year.



APPENDIX THREE

Member Benefits

Your membership helps us to create a vibrant and resilient performing arts sector in Wales.

Membership is open to any Wales based professional organisation or individual whose principal purpose is producing, presenting, supporting or curating performing arts.

In addition to helping transform the Welsh performing arts sector, your membership provides:

- ▶ Access to skills, knowledge and the confidence to improve individual and organisation practice and advocacy.
- ▶ Strong connections in a national network.
- ▶ Direct access to programmers and programming opportunities.
- ▶ Support from a respected and valued authority, with a robust and digestible performing arts sector knowledge base.
- ▶ The ability to influence the influencers.

What we can offer:

As a member of Creu Cymru you will be part of a network of over 70 professional performing arts organisations and individuals throughout Wales.

Creu Cymru provides the following services and benefits to its membership:

- ▶ If you join from an organisation **any staff** throughout your organisation can take part in our events / opportunities.
- ▶ Find **new partners** and nurture relationships.

- ▶ **Tailored training and development** opportunities, which are high quality and heavily subsidised for Creu Cymru Members.
- ▶ **Annual Conference** inviting industry leaders to present, share learning and provoke practice and platform for members to showcase their own projects and expertise.
- ▶ **Advocacy:** Representing the Welsh Performing Arts Sector to the Welsh Government, Arts Council of Wales and other stakeholders and policymakers.
- ▶ Ongoing communication, information and advice services and online resources.
- ▶ A range of **capacity building projects** such as Llaw / Hand, Survivors, Inventive Promoters Group, Dance Across Wales and the Audience Experience Programme.
- ▶ Regular sector wide opportunities to **network**
- ▶ **Membership Meetings** – A range of networking meetings looking at collaborative projects, information sharing and networking.
- ▶ Our **AGM** which is an opportunity to network, feedback on our work and listen to industry leaders.
- ▶ **Hynt** – Hynt is the national access scheme and is an ACW initiative that Creu Cymru manages on their behalf. This includes training, advice, and an annual Symposium.
- ▶ **Curated visited and bursaries** - providing opportunities for members to see work, attend training courses, festivals - which will benefit the public that attends their organisation.
- ▶ **Membership fees** frozen for the 3rd year in a row.
- ▶ We **represent Wales across the UK** at industry meetings and political engagements.
- ▶ We offer **advice** from our staff on issues and problems. If we can't help, we will put you in contact with someone who can.
- ▶ Opportunities to **promote** your work and job vacancies.

APPENDIX FOUR KEY POLICIES

Creu Cymru Equality, Diversity and Inclusion policy

Policy prepared by: Louise Miles-Payne (Director)

Approved by board: August 2021

Next review date: August 2023

1. POLICY STATEMENT

In line with Government's Equality Act 2010 which promotes a fair, equal and diverse society, it is the policy of Creu Cymru to ensure that no job applicant, employee or member receives less favourable treatment on the grounds of Race, Disability, Sex (Gender), Age, Sexual Orientation, Religion & Belief, Gender Reassignment, Marriage & Civil partnership, and Pregnancy & Maternity nor of part-time or fixed term contract status. The organisation is committed not only to its legal obligations but also to the positive promotion of equality of opportunity in all aspects of employment.

Creu Cymru is committed to encouraging equality, diversity and inclusion among our workforce and membership, and eliminating unlawful discrimination. Our aim is that our workforce will be truly representative of all sections of society and each employee feels respected and able to give of their best.

The policy's purpose is to:

- ▶ provide equality, fairness and respect for all in our employment, whether temporary, part-time or full-time and membership organisations
- ▶ not unlawfully discriminate because of the Equality Act 2010 protected characteristics of age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race (including colour, nationality, and ethnic or national origin), religion or belief, sex and sexual orientation
- ▶ oppose and avoid all forms of unlawful discrimination. This includes in pay and benefits, terms and conditions of employment, dealing with grievances and discipline, dismissal, redundancy, leave for parents, requests for flexible working, and selection for employment, promotion, training or other developmental opportunities

1.2 Creu Cymru recognises that adhering to the Equality, Diversity and Inclusion Policy, combined with relevant employment policies and practices, maximises the effective use of individuals in both the organisation's and employees' best interests. Creu Cymru recognises the great benefits in having a diverse workforce with different backgrounds, solely employed on ability.

1.3 The application of recruitment, training, and promotion policies to all individuals will be on the basis of job requirements and the individual's ability and merits.

1.4 All employees of the organisation will be made aware of the provisions of this policy.

2. AIMS

The aims of the policy are to ensure that:

- ▶ The terms and conditions of employment of all staff are fairly and consistently applied.
- ▶ Recruitment literature will not imply a preference for one group of applicants unless there is a genuine occupational qualification which limits the post to this particular group, in which case this will be clearly stated.
- ▶ no job applicant existing employee will receive less favourable treatment on the grounds of Race, Disability, Sex (Gender), Age, Sexual Orientation, Religion & Belief, Gender Reassignment, Marriage & Civil partnership, and Pregnancy & Maternity.
- ▶ All descriptions and specifications for posts will include only requirements that are necessary and justifiable for the effective performance of the job.
- ▶ All selection will be thorough, conducted against defined criteria and will deal only with the applicant's suitability for the job. Where necessary to ask questions relating to personal circumstances, these will be related purely to job requirements and asked to all candidates.
- ▶ to eliminate discrimination in its own policies and practices and in those areas over which it has influence.
- ▶ Applications from certain protected characteristic groups may be actively sought as part of a wider campaign to widen the diversity of the staff team and provide a balanced representation of society as a whole

3. RESPONSIBILITIES

- 3.1 Creu Cymru recognises that as an employer, it can be a significant force in bringing about change through its contact with the community it serves.
- 3.2 The Creu Cymru Management Committee members, in their role as employers, will be made aware of their responsibilities in respect of equal opportunities.
- 3.3 Creu Cymru Officers with management responsibility will be responsible for ensuring that the policy is implemented and maintained on a day to day basis.
- 3.4 Each employee has a duty both morally and legally not to discriminate unfairly against individuals or disadvantaged groups.
- 3.5 All current employees of Creu Cymru will be provided with a copy of the policy and prospective employees will be made aware of the existence of the policy through information contained within the recruitment literature provided to each candidate.
- 3.6 Newly appointed employees will receive a copy of this policy with their contract of employment.

4. RECRUITMENT AND SELECTION

4.1 Advertisements

- 4.1.1 All advertisements will include a statement to the effect that Creu Cymru is an Equal Opportunities Employer.
- 4.1.2 Creu Cymru will ensure that it meets the needs of equal opportunities in its advertising procedures.

4.2 Job requirements

- 4.2.1 Standard application forms will be used in all cases to ensure that all applicants have the facility to offer themselves for employment in a uniform manner.
- 4.2.2 All applicants will be provided with clear and accurate information concerning the duties of the job. All recruitment literature will be examined to ensure that the specified criteria are appropriate to the requirements of the job and that they do not discriminate against any particular group in the community.
- 4.2.3 Age restrictions will be avoided unless they are a material factor in the recruitment process.

- 4.2.4 Information regarding an applicant's gender and ethnic origin will only be included in a detachable section of the application form and will be used solely for monitoring equal opportunities and will not be available for short-listing purposes.

4.3 Short-listing

- 4.3.1 All applicants will be considered together and the criteria for selection applied consistently to all candidates. Each application will be considered on merit by reference to the skills, experience and, where appropriate, the qualifications necessary for the performance of the job.

4.4 Interviewing

- 4.4.1 Interviews will seek to phrase questions in a structured manner concentrating on the duties to be performed and skills required. All candidates will be asked the same questions, although relevant supplementary questions may be asked.
- 4.4.2 Questions will not be asked about the candidate's personal circumstance. In particular, questions regarding marital status, children or family commitments or domestic arrangements. Where there are special requirements attached to the job (e.g. un-social hours), all candidates will be asked whether they understand and whether they are able to fulfil the obligations of the post.
- 4.4.3 The interview panel will always contain male and female personnel.

5. Training

- 5.1 Employees will be provided with appropriate training regardless of Race, Disability, Sex (Gender), Age, Sexual Orientation, Religion & Belief, Gender Reassignment, Marriage & Civil partnership, and Pregnancy & Maternity.
- 5.2 All employees will be encouraged to discuss their career prospects and training needs.

6. Grievances and victimisation

- 6.1 Creu Cymru emphasises that discrimination is unacceptable conduct which may lead to a disciplinary action under the organisation's Disciplinary Procedure.
- 6.2 All complaints of discrimination will be pursued through the organisation's Grievance Procedure.

7. Membership and Activities

7.1 Creu Cymru membership is open to all theatres and arts centres in Wales. The organisation commits to:

- ▶ Encouraging equality, diversity and inclusion within our membership.
- ▶ Creating an environment free of bullying, harassment, victimisation and unlawful discrimination, promoting dignity and respect for all, and where individual differences and the contributions of all members are recognised and valued.
- ▶ Make opportunities for training, development and progress available to all of the membership.
- ▶ Monitor the make-up of the membership information such as age, sex, ethnic background, sexual orientation, religion or belief, and disability in encouraging equality, diversity and inclusion, and in meeting the aims and commitments set out in the equality, diversity and inclusion policy.

Monitoring will also include assessing how the equality, diversity and inclusion policy, and any supporting action plan, are working in practice, reviewing them annually, and considering and taking action to address any issues.

- ▶ Monitor Creu Cymru's activities and ensure that activity is open to all and non-discriminatory.

8. Board of Trustees

- 8.1 The organisation will monitor the make-up of the Board of Trustees regarding information such as age, sex, ethnic background, sexual orientation, religion or belief, and disability in encouraging equality, diversity and inclusion, and in meeting the aims and commitments set out in the equality, diversity and inclusion policy.
- 8.2 Applications from certain protected characteristic groups may be actively sought as part of a wider campaign to widen the diversity of the board and provide a balanced representation of society as a whole.



Creu Cymru Welsh Language policy

Policy prepared by: Louise Miles-Payne (Director)

Approved by board: September 2021

Next review date: September 2023

Introduction.

Nothing makes Wales more distinctive than the Welsh Language. The language provides a means to understand and enjoy an extraordinary rich culture. The Arts thrive on this and are a key component in continuing the Welsh Language's vital role at the heart of Welsh life.

The Welsh Language Act 1993 establishes the principle that Welsh and English languages should be treated on a basis of equality in the conduct of public business and the administration of justice in Wales. To achieve this, Creu Cymru have published a Welsh Language policy that explains how they intend to meet this commitment.

The Welsh Government has set a target of 1 million Welsh Speakers by 2050 and it is incumbent upon all public funded bodies, including Creu Cymru to contribute to the achievement of this goal.

Key areas for Creu Cymru.

1. The general working language between Creu Cymru and its membership is at present English and this will be the language of all papers exclusively sent to the whole membership and papers for the Board. Any internal sub-committees or working groups that meet with a specific remit, particularly if they involve participants from outside Creu Cymru, will decide whether to undertake their business and present their papers bi-lingually.
2. In contacting individual members or outside organisations and agencies Creu Cymru will (as far as possible), respect their predominant language of communication and use Welsh, English or bi-lingually as appropriate.
3. Any papers for meetings, conferences or events, questionnaires or other communications involving a wider constituency than the membership will be bi-lingual.
4. The Creu Cymru website will be predominantly bi-lingual although information from companies will be held in the language supplied.

5. Office practice: The answer phone message will be bi-lingual and all correspondence will be dealt with in the language in which it is received. The use of Welsh will be encouraged wherever possible.
6. Creu Cymru will provide, on request, a Welsh version of any of its public communications that are not initially bi-lingual.
7. A staff and board skills audit of the Welsh language will be documented.
8. Future Job adverts will be available in both languages.
9. We actively encourage our staff to learn basic Welsh.

Where possible Creu Cymru will support the Welsh Language standards and work to promote the Welsh Language through its activities: productions, performances and participation opportunities.

Overall the Standards will:

- ▶ Provide greater clarity to organisations regarding their duties with regard to the Welsh Language.
- ▶ Provide greater clarity to Welsh speakers about the services they can expect to receive in Welsh.
- ▶ Ensure consistency of Welsh Language services across organisations and improve their quality.
- ▶ Require organisations to use the Welsh Language in a reasonable and proportional manner.

Promotion

Creu Cymru aims to support the Welsh Language Promotional Plan, by supporting:

- ▶ grow the number of people able to speak Welsh.
- ▶ increase the use of the Welsh Language in all aspects of community and public life, and
- ▶ raise awareness of the importance of the Welsh Language as an essential part of the cultural identity and character of Wales.

Monitoring and progress.

We are committed to monitoring and reporting on our progress against this plan, and will report any updates to the Board as and when required.

We will report on the realisation of our artistic achievements in terms of Welsh Language programming to our Arts Council Officer and update our artistic plan on an annual basis in line with the terms contained in our conditions of grant letter.

Delivery Area	Subject Area	Brief Outline & Guidance	Action to Date	Actions Outstanding
Marketing and Communications	Publications, Documents and forms including: <ul style="list-style-type: none"> ▶ Advertising Material ▶ Public Facing Material ▶ Brochures, leaflets, pamphlets and cards ▶ Rules that apply to the public ▶ Press Statements 	<p>You must ensure that these documents are available in Welsh and that you have not treated the Welsh Language less favourably than the English Language.</p> <p>If you produce any forms or documents which have separate versions (Welsh and English) then you must state on the English version that a Welsh version is available.</p>	All printed advertising material produced bilingually, Welsh first	Continue to produce all printed advertising material in line with the Welsh Language standards
Marketing and Communications	Website and app	Welsh should not be treated less favourably and where appropriate should be fully functional	Website is partly compliant with the standard	Continue to ensure that all aspects of the website meet the standard, especially when new content is developed
Marketing and Communications	Social Media	When posting via social media (Twitter and Facebook) the Welsh Language must not be treated less favourably than the English language, meaning posts are to be issued/ published at the same time. If someone contacts your social media account with a question in Welsh, you must respond in Welsh.	<p>Where possible posts made are translated prior to posting.</p> <p>Post to Twitter are made in Welsh and English with the Welsh posted first where appropriate</p> <p>Welsh Language responses are dealt with in a timely fashion</p>	Continue to monitor
Staffing	Workforce Welsh Language Skills	The Board must assess the Welsh Language skills of their employees (and ensure a record is kept of both number of employees and skill levels).	Contribute to wider HR surveys as required	New staff will have Basic Welsh language knowledge
Staffing	Learning Welsh	Staff must be allowed time during working hours to learn basic Welsh	Staff have been released to undertake training when requested	Respond to requests as and when they arise
Staffing	Out of office and email signature	Employees have a responsibility for ensuring their job title and contact details on their email signature are bilingual (Welsh first)	On-going monitoring and feedback is in place	New staff are informed of their responsibilities upon starting

Creu Cymru Environmental and Sustainability policy

Policy prepared by: Louise Miles-Payne (Director)

Approved by board: September 2021

Next review date: September 2023

Creu Cymru recognises its responsibility to its staff, member organisations and communities to work towards a sustainable future.

Creu Cymru seeks to employ sustainable methods wherever possible and to promote principles of sustainable development by raising awareness within the organisation and its members, engaging with environmental issues and taking account of the economic and social impact of our actions.

Creu Cymru acknowledges the connection between the climate and other environmental crises and the threat of current and future homelessness, disease, food and water shortages and poverty for millions of people around the world, as well as the major damage being caused to our natural eco-systems.

It therefore recognises its responsibility to reduce its carbon and environmental footprints and formally commits itself to being an environmentally responsible charity.

Creu Cymru aims to lead the sector in establishing models of best practice in sustainability for theatres and arts centres across Wales.

We monitor our use of resources and maximise the efficiency with which they are used: minimising the use of materials and energy, reducing waste and recycling wherever possible.

We recognise the particular challenges that are faced in a largely rural nation with limited provision of public transport and aim to avoid unnecessary car journeys wherever possible: siting meetings to minimise travel for participants, car-sharing, home-working and making use of conference calls and other media where feasible.

Creu Cymru is committed to implementing and exceeding the requirements of all relevant sustainability legislation.

These are the areas addressed in Creu Cymru's environmental and sustainability policy:

- ▶ Commitment to prevent and reduce environmental impact.
- ▶ Dedication to continuously improve on sustainability performance.
- ▶ Assurance that the policy will be well communicated and managed.
- ▶ Reduce the consumption of primary raw materials.
- ▶ Encourage sustainable travel practices by staff, members and trustees.
- ▶ Minimise waste production and divert it from landfill through increasing re-use, recycling and recovery.
- ▶ Consider sustainability in the procurement of goods and services.
- ▶ Comply with legal and other requirements.
- ▶ Promote and support environmentally responsible behaviours.

We will commit to adopting working practises that will help to have a positive effect, assist towards continued environmental improvement, prevent pollution and reduce unavoidable negative influences caused by Creu Cymru's activities.

This policy commits Creu Cymru to ensure compliance with Environmental legislation whilst protecting the environment. This environmental policy covers all aspects of our operation.

This policy will be maintained and implemented by the Director with the assistance of the Board.

It is the responsibility of all trustees, employees, visitors and contractors to fully support this policy through their active co-operation and participation.

This policy will be reviewed annually upon adoption.

Responsibilities of all staff

In the undertaking of their daily duties we recognise that all of our staff will have an influence on the environment. One of Creu Cymru's underpinning values is that we demonstrate sustainability – making a positive impact on the planet and its resources. Creu Cymru staff are home based so whilst we ask staff to take account of our values in their day-to day work, and put these into practice, we understand this may not always be possible. In particular, staff are asked to observe the following:

Recycling

- ▶ Re use paper, envelopes, folders etc whenever possible. Once reused – recycle. (Creu Cymru has a commitment to reduce the amount of waste it generates - so recycling is vital).
- ▶ Only print when essential – use print preview, double sided and black and white as much as possible in order to minimize paper use in the first place.
- ▶ Recycle any empty bottles, cans, cardboard boxes in the receptacles provided.
- ▶ Use food waste recycling facilities if available in their area.

Transport

- ▶ Public transport, walking, cycling or car share are promoted as the preferred form of transport for all Creu Cymru staff.
- ▶ Use video or teleconferencing for meetings when possible to reduce/eliminate the need for travel.

Energy use

- ▶ Use energy - water, lighting and heat efficiently. Switch off lights, computers, printers when not in use.
- ▶ Put your computer onto the energy saving mode when you are away from your desk for short periods.

Awareness

- ▶ Be aware of other environmental issues – ie purchasing items of stationery etc – check what is available first.
- ▶ When you can, inform outside organisations about Creu Cymru's Environmental and Sustainability policy.



APPENDIX FIVE

Testimonials

"Being a member of Creu Cymru offers small charity run venues like ours the access to professional advice and training that we would not easily get otherwise".

Martyn Redwood, Congress Theatre

"The help and support of Creu Cymru through the COVID period has been invaluable with focus groups, grants and site visits".

Rhian Dafydd, Business and Marketing Manager, Theatr Felinfach

"Creu Cymru puts on some great courses and provides good links which is beneficial to any organisation. Any links to other venues or guidance especially during these times, is much appreciated and their team is fab."

Tracey Bishop, Front of House Manager, RWCMD

"It's great to be part of Creu Cymru and to be able to network with others within the arts sector in Wales. The training sessions provided are always of high quality and on relevant and contemporary subjects. I highly recommend organisations and individuals involved in arts sector in Wales to join and take advantage of the resources and training available from Creu Cymru as well as its fantastic networking opportunities".

Aled Rees, Artistic Administrator / Gweinyddwr Artistig, Theatr Iolo

Feedback from Training / Conference surveys

"When I book a course with Creu Cymru, I have confidence that they will have found the very best trainers and most relevant content in the area in which I am training. Creu Cymru as "curator" of training opportunities for the cultural sector in Wales makes it easier for smaller organisations like ours to access high quality, relevant training that improves skills and knowledge. The operational delivery of training is excellent and the subsidy made it more accessible".

Gillian Mitchell, NYAW

"The biggest of diolchs to Creu Cymru for presenting this training opportunity. As always, it was an extremely high quality experience and a fantastic opportunity to connect with other arts professionals in Wales".

Ellis Wrightbrook, Hijinx

"I am really grateful to Creu Cymru for arranging this course, particularly now when we are considering the mental health of our colleagues more than ever before. This course doesn't claim to make you an expert in mental health but it does give you real practical skills and understanding to be able to handle a situation where someone might need your support".

Ceriann Williams, Freelance

"I'm really grateful to Creu Cymru for organising such a useful session, and I really couldn't recommend this particular one highly enough. When resources are so stretched having such a level of legwork done so thoroughly is a massive help".

Tamsin Davies, Theatr Mwldan

"I have attended two Creu Cymru courses and have thoroughly enjoyed each of them and left the session with motivation and creative ideas to implement moving forward. It was also great to see so many other venues in Wales attend and put a face to a name".

Nathan Scott-Howe, New Theatre

"Thank you kindly for making this possible and available for everyone. Very informational and packed with a lot of exciting stuff. I learnt quite a lot".

Cynthia Maiwa Sitei, Ffotogallery Wales

"An informative session! I learnt some brilliant points about live streaming. Thank you Creu Cymru for organising the course".

Samuel Aitken, Magic Lantern Cinema

Lisa Baxter - #wecandohis

"Great that Creu Cymru are supporting this for the sector. Gives a different perspective and develops a growth mindset".

Caroline O'Neill, RCT Theatres

Cynnal Cymru, Carbon Literacy Training

"This course was exceptionally useful and I would totally recommend it".

Michelle Perez, Theatr Iolo

Restorative Practice training

"It was honestly one of the best training courses that I have been on. It was definitely worth it and I have taken so much from it. I cannot recommend it highly enough. Learning about the key principles of restorative practice, and how to have restorative conversations. Once I learned this, it just clicked, and I've since been able to put these into practice in a range of situations".

Sharon Casey, Carmarthenshire Theatres

Introductory Workshop to LGBTQ+ inclusion

"I thought this course was brilliant. It was engaging throughout, and I feel like I've learnt a lot I can take forward with me to use in everyday life. I want to say a huge thank you to the team for delivering a fantastic course."

Sophia Karpaty, Hijinx

Go & See

"Through Creu Cymru's support, I was able to find myself in a space of inspiration and education, pivotal to my curiosity as a young artist. Continual learning is fundamental in providing fuel for the creative fire. Each new encounter offers a new spark. And this was the case with this opportunity! As an early-career artist, it can be difficult to finance our curiosity, but Creu Cymru's Go & See Bursary offers the gust of wind needed to turn this spark into a burning flame".

Billy Maxwell Taylor - Freelancer

Creu Cymru Conference 2021 (Online)

Jon Morgan, Theatres Trust "Well done, great and inspiring event".

Lee Lyford, Theatr Iolo: "It feels like a very strong beginning for the new regime at Creu Cymru".

Creu Cymru Conference 2022

Nia Thomson, NTW: "Really great to have the opportunity to meet other industry professionals and to have allocated tables for suggested topics for discussion".

Sara Clutton, Hafren: "Being able to network with colleagues that I haven't seen in person for over 2 years. Listening to others experiences, solutions and bouncing around ideas for the future".

Ally Gibson, Newbridge Memo: "Can't wait for the next!"

Michelle Perez, Theatr Iolo: "The venue and the networking opportunities were great. I did really enjoy finding out about the alternative to AD at the venue and would love to hear in another year's time how that all works out. Really looking forward to next year".

Bethan Dawson, NTW: "Great to be back in person, great to have so much time to talk and the conversation starters on the tables were great".

Glesni Price-Jones, NTW: "Great to be in person and I thought the different tables themes worked really well".

Jo John, St David's Hall: "Being able to attend a face to face event was great. The panel session was interesting. The speaker from Fio was very engaging and inspiring".

Karen Pimbley, RWCMD:

"Being with other people in the room was fantastic, particularly as we hadn't seen each other in the flesh for some time - also got to meet some people we've been working with on zoom for the last two years for the first time. Gwych!"

Jennifer Huygen, Community Leisure UK:

"I liked the discussion topics at each table which helped with networking. I really enjoyed the Conference, diolch yn fawr!"

Creu Cymru



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