

A Wales where literature  
empowers, improves,  
and brightens lives.

Literature Wales'  
Strategic Plan  
2022-2025



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## From the Chair and Deputy Chair

In *Resources of Hope* (1989) the great Welsh philosopher and critic Raymond Williams said, “to be truly radical is to make hope possible, rather than despair convincing.” At Literature Wales we have always strived to be radical in our approach and ambitions and are committed to the far-reaching transformation of our literary culture.

This Strategic Plan shows that we will engage with ongoing global challenges and are ready to deliver projects that provide for those who have historically been under-represented in our literary culture. As an agile organisation that welcomes change, we will ensure that our strategy evolves alongside the fast-paced sector within which we work, so that we can develop new opportunities for our writers and reflect the needs of our readers and audiences.

Advocacy for the Welsh language and for the diverse and vibrant culture of Wales are the foundation stones upon which we have built our organisational goals, each one of which aligns with the Well-being of Future Generations (Wales) Act 2015.

We want all our writers and literary facilitators to be agents for change. We will empower those who have been forgotten in the past to write their own futures; working with us to develop and deliver a literary culture which reflects the lives and experiences of our diverse and multilingual nation. Literature is a key driver in our economy. Writers, who contribute to a broad range of creative industries, including film, gaming, theatre, and publishing, will be crucial to Wales’s economic vitality. For children and young people literature is a playground for the imagination, and we want them to learn to shape it so that their voices speak to present and future generations.

We are able to measure the impact of our work using literature to help improve and brighten our lives. As an art form, literature can, and should, play a prominent role in our everyday lives, guiding us to improve our well-being and achieve a fairer and greener future. This strategy sets out the structure and methods we will use to achieve these ambitions, as well as the partnerships we will develop to ensure the sustainability and legacy of our work. Gathering the right information and evidence is vital to develop projects that will broaden participation in and access to literature. This allows us to better understand the ways literature can enhance and transform lives, and advocate for its use across many sectors and policy areas, including health and well-being, education, tourism, and local regeneration.

The stories we read, hear, and tell each other can help us to explore the complexities of our lives, and the creative acts of reading and writing bring light in dark days, making hope possible for each and every one of us.

Cathryn Charnell-White & Natalie Jerome  
Chair Deputy Chair

## Executive Summary

**Our vision is a Wales where literature empowers, improves, and brightens lives.**

In this new Strategic Plan 2022-2025, we set out our ambitions for a Wales where literature represents our diverse voices, supports our well-being, and raises awareness of the climate emergency.

All our activity will be informed by research, allowing us to reach the people who need us most with projects that truly meet their needs. Our evaluation will support a culture of continuous improvement in our sector and help us to target our own support ever more effectively.

We have identified **three priorities** to focus on and invest in, which aim to create change in society through literature:

- **Representation and Equality** – Shape a sector that supports equal access for all by addressing historical and structural inequalities and platforming diverse voices
- **Health and Well-being** – Support the well-being of individuals and communities, using the healing potential of literature to enhance services
- **Climate Emergency** – Use creativity to educate, explore and challenge, increasing knowledge of the climate emergency and inspiring lasting change

We will deliver these priorities through our **three strands of activity**, which is how we create a vibrant literary society:

- **Participation** – Enable more people in Wales to discover the joys of actively participating in literature, inspiring communities and increasing access to our work
- **Writer Development** – Develop and support a skilled and visionary workforce in the literature sector, by providing opportunities, increasing potential, and championing fair employment practices
- **Wales' Literary Culture** – Celebrate the diverse range of contemporary writers and the literary heritage of Wales with the world by creating a platform for a literature which is more relevant and accessible to a wider audience.

Our advocacy for the Welsh language and for the diverse and vibrant culture of Wales are the foundation stones upon which we have built these goals.

We recognise that as Wales' national literature company, we have a responsibility to demonstrate the highest standards of operational governance, and to demonstrate our values in all the work we deliver and support.

# Our Strategy

## The change we seek to deliver

Our projects are designed to make a difference. Through literature, we help to shape and improve our society, economy, and culture. We do this because literature, in its great variety, has the power to connect communities and bring comfort, inspiration and hope to those who need it most.

**Our vision is a Wales where literature empowers, improves, and brightens lives.**

Based on our understanding of the power of literature to transform and improve lives, we have chosen goals that reflect our ambition and aspirations for Wales. They align with the Seven Well-being Goals of the Well-being of Future Generations (Wales) Act 2015 to ensure that **everything** we do helps to achieve one or more of these goals.

# Our Goals

Priorities  
Activity  
Foundation

<b>Representation &amp; Equality: A More Equal Wales</b> Shape a sector that supports equal access for all by addressing historical and structural inequalities and platforming diverse voices	<b>Health and Well-being: A Healthier Wales</b> Support the well-being of individuals and communities, using the healing potential of literature to enrich services	<b>Climate Emergency: A Resilient Wales</b> Use creativity to educate, explore and challenge, increasing knowledge of the climate emergency and inspiring lasting change
<b>Participation: A Wales of Cohesive Communities</b> Enable more people in Wales to discover the joys of actively participating in literature, inspiring communities and increasing access to our work	<b>Writer Development: A Prosperous Wales</b> Develop and support a skilled and visionary literary workforce by providing opportunities and championing fair employment practices	<b>Wales' Literary Culture: A Globally Responsible Wales</b> Celebrate the diverse range of contemporary writers and the literary heritage of Wales with the world by creating a platform for a literature which is more relevant and accessible to a wider audience
<b>Welsh Language: A Vibrant Culture and Thriving Welsh Language</b> Promote the Welsh Language and celebrate our unique diverse Welsh culture by encouraging a thriving literary scene and opportunities to explore through literature		

## Turning insight into action

Insight into our audiences, our programmes and our success will drive a constant cycle of continuous learning for every project we deliver, as our interpretation of data informs our strategic plan.

### Project insight cycle:



We will measure our progress through a robust **Impact Plan** which provides a framework to monitor, evaluate and communicate our work.

Each project that we deliver will have **Goal Indicators** which allow us to identify and communicate the strategic impact of our work at a detailed level. We will collect, analyse, and report on this data four times a year through our **Impact Reports**.

## Assessing Need

### How do we know what we know?

Since its inception, Literature Wales has worked hard to represent the needs of Wales. With the support of the Arts Council of Wales' Resilience Programme, we have transformed our internal processes and have looked at home and abroad to create a programme of support for the sector that provides for the people of Wales and is admired across the world.

We have consistently collected data and engaged in research initiatives. Research is key to understanding the best ways for us to support a Wales where literature empowers, improves, and brightens lives. It clarifies where our money should be spent, and where our expertise should be shared, to have the most impact.

We commissioned our first **State of the Nation** research project in 2021 which has given us a better understanding of the country's relationship with writing and reading. For example, findings told us that 68% of Wales' population had read a book in the past year, with paperback fiction (particularly in the crime and thriller genres) being the most popular choices. We also found that keeping a diary is the most popular form of creative writing, with 18% of Wales' population keeping a diary (and 53% of those that do writing in it once a week or more).

We've also committed to undertaking research with Aberystwyth University by Summer 2022 to understand fair fees for literary work, allowing us to support writers and ensure they are paid properly.

Over the next three years, we will continue using research to refine our activity, making sure it is the best fit for audiences, writers, and readers. We will align our offer with the needs of the nation.

This research will not just benefit us. We will share our findings widely and support the whole sector to introduce change where needed. We have a responsibility to identify gaps where we, as a sector, could prioritise support. By providing meaningful and insightful data, and blueprints for how to reach new audiences and roll out new ways of working, we will facilitate change.

## Our Commitment to the Welsh Language

The Welsh language belongs to each of us, whenever and however we become acquainted with it. Anyone involved with Literature Wales will benefit from the Welsh language, whether they are fluent, use a handful of words or expressions, or completely new to the language and curious to know more. Like every modern and creative language, the Welsh language changes and adapts as new generations embrace it. Over the years, a variety of accents and dialects have enriched our literature: from Dewi Emrys to Megan Angharad Hunter, from Y Wenwyseg to Wenglish, Welsh-language words and tones are music to our ears and feed our imaginations.

A truly central part of our mission is to work towards a Wales where the Welsh language thrives, and literature represents our diverse voices. For this to become a reality, we will work with partners to tackle under-representation in the literature sector, to inspire individuals to take action against the climate emergency, and to support the well-being of individuals and communities. We will do all this through the prism of the Welsh language.

Our **Welsh Language Development Plan** is an important resource which shows our commitment to the language. It identifies areas we can improve, as well as good practice that we can share with others. The Welsh language isn't an isolated element of our work. Rather it is the foundation for all our activity and key priorities; it is the undercurrent of our values. On this strong foundation we will work towards achieving our goals (p. 6), and strive for a more equal, resilient and healthier Wales. In turn, we will contribute to a vibrant Welsh culture that takes pride in the language and shares it with the world. Language and landscape are closely intertwined, and in a similar vein, the Welsh language is a thread running through Literature Wales' vision of a Wales where literature empowers, improves, and brightens lives.

## Literature Wales and the World

Literature Wales is an outward-facing organisation, and we want to celebrate the literature, culture, and languages of Wales with the world. We also want to share good practice and learn from other organisations who share our values and who are delivering ground-breaking work in literature development. During the next few years we will strengthen our relationship with our fellow literature strategic bodies in the four nations of Scotland, Northern Ireland, England, and Wales, supporting our colleagues across the sector and nurturing opportunities for platforming our writers.

Working with Wales Arts International, Welsh Government, and our sister organisations in Scotland, Northern Ireland, and Ireland, we will continue to showcase and celebrate the many forms of literature in all our languages – with Wales and Welsh leading the way – as part of the UNESCO Decade of Indigenous Languages 2022-2032 which focuses on indigenous language users' human rights.



# Our Priorities

## Representation and Equality

### **Representation & Equality: A More Equal Wales**

**Shape a sector that supports equal access for all by addressing historical and structural inequalities and platforming diverse voices.**

Our main goal is to better represent the diversity of Wales in its literature. We will continue to focus our work for people who are under-represented and who have experienced historical and structural inequalities, racism, ableism, and discrimination.

For these individuals and communities, we will further increase the number of opportunities available to develop creatively and professionally, and seek out emerging literary talents to be supported and platformed. Wherever possible, we will work closely with people who have lived experience of under-representation and inequality to design opportunities and activity.

### **What will we do?**

We will support opportunity:

Working in partnership with grassroots organisations, communities, activists, and charities, we will develop and deliver projects that have measurable positive impacts. We will also offer our support and backing to those who are leading the way on pioneering initiatives for under-represented groups.

We will research:

We will focus on better evidence-gathering to identify where the biggest barriers remain to engagement in creative writing and other literary activities, and where we can champion individuals and organisations striving to bring about change.

We will nurture an inclusive literary ecosystem:

Achieving a better ecosystem of under-represented voices inspiring others is a long-term goal and we're committed to driving systemic change. People who currently don't see themselves in the literature they read and hear should be able to see writers with similar lived experiences in published books, in performed work, as community champions, as workshops leaders, creative writing tutors, and laureates.

## Health and Well-being

### Health and Well-being: A Healthier Wales

Support the well-being of individuals and communities, using the healing potential of literature to enrich services

The COVID-19 pandemic has suddenly and profoundly affected the ways people are able to engage with one another. These changes intensified already high levels of social isolation and loneliness for many in the UK. Increased loneliness in turn impacts on mental health and well-being, leading to extra pressure on the health sector and on the economy, making it a significant challenge of Covid recovery.

Taking part in creative writing and reading has been clinically proven to be beneficial to our well-being, both physical and mental. Literature is a powerful economic tool which can be used to positively address some social issues and can contribute to improving the lives of people in Wales.

### What will we do?

We will work towards a healthier Wales:

By delivering participation projects across a wide range of communities, schools, and healthcare services, we will help create a healthier Wales and use the power of literature to address health and well-being issues including anxiety, depression, loneliness, and isolation.

We will measure the impact of literature:

We will set measurable outcomes for our projects to increase the skills, confidence, and abilities of participants to actively take part in their community, gain employment or perhaps to achieve better learning outcomes in school.

We will forge successful partnerships:

We will expand and build on our partnerships in the health sector, including with the Royal College of Psychiatrists in Wales, local health boards and the Wales Arts Health & Well-being Network, to ensure that our projects have a lasting impact. Together with the wider arts sector, we will explore ways to embed literature within social prescribing programmes as preventative, curative and palliative treatments, and work to upscale successful pilot projects to the whole of Wales.

# Climate Emergency

## Climate Emergency: A Resilient Wales

Use creativity to educate, explore and challenge, increasing knowledge of the climate emergency and inspiring lasting change

Wales' literature is deeply embedded in the landscape. From the hustle of Tiger Bay to the highest peaks of Eryri, our land is more than a background setting, it's a character. Poets have been composing whilst working the land for centuries, and our place names are intertwined with old legends and tales.

Literature Wales acknowledges and recognises the climate emergency and its devastating impact on our world and the lives of people, with the poorest hardest hit. We want to act where we can, to mitigate further escalation of the crisis and raise awareness through our work. We cannot align our work with the Well-being of Future Generations Act (Wales) 2015 without recognising the destruction of our environment and climate emergency in everything we do. We will work with partners and our audiences to aim towards a greener, fairer, and more prosperous Wales.

### What will we do?

We will amplify calls for change:

We will support the growing network of laureates in Wales and other inspirational literary figures to use their voices to call for change. We will work with partners including Natural Resources Wales, the World Wildlife Foundation, and the Future Generations Commissioner to create high impact, national programmes.

We will practice what we preach:

Our **Sustainability Action Plan** outlines strict operational measures to limit our carbon footprint and details how some of our creative projects can address the climate crisis thematically. Whilst being mindful of digital poverty and those less fluent in technology, we will reduce the carbon footprint of literary events by running virtual or hybrid events.

We will encourage localism:

Renewed focus will be placed on working locally and we will assist the development of resilient communities by supporting local literature events and meaningful literature for health and well-being projects. Through piloting new and innovative community projects, we will contribute to finding solutions which demonstrate that returning to normality post COVID-19 does not mean returning to the way things were before the pandemic.

## Strands of activity

Our work is structured around: Participation, Writer Development, Wales' Literary Culture. Through these tried and trusted areas of work, we will inspire societal change whilst creating a vibrant literary society.

## Participation

### **Participation: A Wales of Cohesive Communities**

**Enable more people in Wales to discover the joys of actively participating in literature, inspiring communities and increasing access to our work**

Taking part in literature can be many things, from reading or listening to stories, writing creatively, contributing to workshops, or enjoying visits by authors in schools, communities, and festivals. It's integral to the culture of Wales, and before the COVID-19 pandemic there were over 150 local literature groups in Wales hosting workshops and events in their communities right across the nation.

We believe that everyone has the right to take part in and enjoy literature in all its forms, and we will work to ensure better access across the country.

### **How will we deliver?**

Financial support:

Our Inspiring Communities Fund will offer financial contributions towards literature events, focusing on supporting activity which is either new or aimed at under-represented writers and audiences. We will encourage organisers to work across our three priorities.

Partnership working:

We will make it easier for people to take part in literature activities by working with partners, often outside the arts sector, to support and develop grassroots projects in communities and schools, focusing on groups who will benefit most from the interventions.

Creating a community of skilled facilitators:

We will invest further in training opportunities for writers to equip them with the necessary skills to work with groups and individuals, including with people who have complex and challenging needs. From care homes to prisons, schools to cafés, and community halls to shopping centres, we will support the practices of writing poetry, capturing memories, creating comics, telling stories digitally, or sharing life experiences in a creative way, facilitated by skilled writers with relevant experiences.

### Example: Health and Well-being delivered through Participation

The Inspiring Communities Fund will focus on supporting literature events which are beneficial to the health and well-being of individuals and communities, particularly those experiencing loneliness and isolation.

We will provide opportunities for people to articulate and express their emotions through words and to connect with each other through the sharing of stories and ideas, such as our Piece by Piece, Bridging the Gap programme in partnership with Newport Mind.

## Writer Development

### Writer Development: A Prosperous Wales

**Develop and support a skilled and visionary literary workforce by providing opportunities and championing fair employment practices**

We all have a story to tell. An individual's journey with literature can start from a very young age, from wrapping up warmly in the words of bedtime stories to creating a picture book in class with a teacher or a visiting writer. Others will find their love of literature later in life, attending a virtual writing course or a local library group and progressing to publish a book which might go on to be shortlisted for a major award. Together with a range of partners and funders, we will ensure that stepping-stones of opportunities are available for all who want to write, to express themselves, and to progress.

### How will we deliver?

Creating and signposting opportunities:

Ensuring that writers of all ages, backgrounds, locations, and abilities have opportunities to improve their skills and develop their own literary ambitions. We will make sure that we support writers for the long-term and guide them towards the next steps in their progression.

Mentoring early career writers:

By offering shadowing and mentoring opportunities and courses we'll enable early career writers to hone their craft and learn from more experienced writers. We'll also encourage and facilitate peer-to-peer support and networks.

Industry advice:

For those ready to share their work, we'll provide information and guidance on how to navigate the literature sector. We'll offer support on how to find pathways to publication, access literary networks, events and public performances, gain recognition through competitions, professional development and more.

Celebrating talent:

Wales' writers are ambassadors, taking tales from Wales to the world. We will celebrate our best writers and platform their writing talents at home and beyond.

#### Example: Improving Representation and Equality through writer development

Our flagship *Representing Wales: Developing Writers* programme will continue to evolve. Each year, we will invest in a cohort of writers who identify with a particular under-represented characteristic (and often with more than one) and provide a bespoke development programme. Similar to previous years, we will offer a programme based on the cohort's needs and interests – they will guide the content. In addition to co-creating with the writers, we will work with partner organisations and other writers to ensure the programme covers a range of both creative writing and professional development support. This will create a pipeline of unique, diverse Welsh talent to represent our literature scene at home and internationally. Our involvement with the writers will not conclude at the end of the year-long project; we will continue to offer support to our *Representing Wales* writers for years to come and champion them as ambassadors for Literature Wales, as well as literature from Wales.

## Wales' Literary Culture

**Wales' Literary Culture: A Globally Responsible Wales**

**Celebrate the diverse range of contemporary writers and the literary heritage of Wales with the world by creating a platform for a literature which is more relevant and accessible to a wider audience**

Wales' literary culture is a huge economic and social asset, and one that allows us to take Wales to the world. We champion the writers of Wales to audiences at home and abroad, celebrate our rich cultural heritage and pave the way for the voices of the future. The

work we deliver through Participation and Writer Development will contribute towards the growth of our literary culture.

### **How will we deliver?**

Providing platforms:

We will actively seek opportunities to platform Wales' literary talents, so they can act as ambassadors for Wales' literature, its cultures, and for the Welsh language. These include our flagship Laureate roles (Bardd Plant Cymru, Children's Laureate Wales and National Poet of Wales), and extending the impact of our Wales Book of the Year Awards.

Showcasing Wales to the world:

As well as supporting more of Wales' communities to engage in the literary culture on their doorstep, we believe our literature deserves to be celebrated internationally. We will continue to celebrate the rich literary heritage of Wales, while looking to the future to a culture that represents the diversity of all its people.

Promoting a diverse literary sector:

Our work on increasing the diversity and representation of voices is bringing to the fore stories from different perspectives, communities, and backgrounds. From the memories of the Windrush generation in Newport, to a family's struggle in emigrating from China to rural Powys – our identity as a country in all its incarnations and languages will increasingly be represented and celebrated through the literature we promote.

#### **Example: Focus on the Climate Emergency through our literary culture**

We are mindful that showcasing Welsh literature across the nation and internationally should not have to create a significant carbon footprint. Our Land of Legends digital activity will inspire people to visit a virtual Wales, rich in literary and cultural connection. Our writers capture the magic of our unique landscapes and heritage in words: allowing people to visit our country in their own imagination.

## People and Communities

One important part of our work is enabling writers to develop to their maximum potential. Writers form one crucial part of a healthy literary ecosystem. We also see the wider potential for literature empowering, improving, and brightening the lives of everyone in Wales. From a child to a climate activist, poet to government minister, we seek to engage all through words.

### **Who do we work with?**

#### **Writers**

We define writers as anyone who writes, for pleasure or for a living, at all stages of their literary journey. They are our workforce, our ambassadors for our priorities and values, and are our most valued assets. We will respect, champion, and support the writers of Wales, pledging fair fees and meaningful support, helping them to navigate the literature sector and will celebrate their successes.

We will inspire and offer opportunities for writers to experiment with their craft, take risks, and develop excellence in their work and as a result gain recognition. We will encourage all writers in Wales to network widely, to challenge and champion each other, and to share opportunities and good practice.

We will avoid unnecessarily labelling our writers based on their past experience or expertise. We will celebrate the fact that our writers represent a wide range of ages; will write or perform in Welsh, English, and Wales' other languages; and will represent the diverse communities of Wales in terms of backgrounds and lived experiences.

#### **Creative readers, audiences and participants**

Reading and listening to literature are creative and imaginative acts. Creative readers and audiences are those who actively take part in literary activities from reading a book at home to taking part in a workshop in their community or school, or even enjoying an author's talk at a literary festival.

Through engaging with literature, creative readers, audiences, and participants will feel a sense of belonging whilst also learning about the world around them. They will gain skills and confidence to express emotions through the act of creative writing, and to use their voices for debate and change.

#### **Children and Young People**

A lifelong passion for literature and creative writing can be sparked by intervention early in life. Working within the education system – from early years to university – as well as



beyond the classroom, we will aim to stimulate the interest and curiosity of children and young people in creative writing and reading.

Our two flagship projects, the Children's Laureate Wales and Bardd Plant Cymru, advocate for the rights of children and young people as well as supporting them to respond creatively to social issues that are important to them, such as the climate emergency and mental health.

Future generations need role-models – children need to recognise themselves in the writers who visit their schools and in the characters that they read about in books. 33.5% of children in UK primary schools are from a minority ethnic background yet still only 10% of published children's books in 2019 included characters from a Black, Asian or minority ethnic background. Following the recommendations in the Black, Asian and Minority Ethnic Communities, Contributions and Cynefin in the New Curriculum Working Group's final report led by Professor Charlotte Williams, we will train more diverse literary facilitators to run workshops in schools. We will work with our partners in the education and publishing sector, as well as significant national bodies like Mudiad Meithrin, to address the lack of diverse books and resources for children and young people.

Literature will also be a powerful tool to help with children and young people's mental health. Shared reading projects and creative writing for well-being projects will help young people process their anxieties and express their hopes for the future.

## Communities and Grassroots Groups

Wales has a long history of community involvement with the written word – from local Eisteddfodau to national commemoration events for literary giants, such as Roald Dahl, Hedd Wyn, Kate Roberts and Raymond Williams. Literature events in villages and towns across the nation can bring generations together, alleviate loneliness, and create more connected communities.

Alongside being part of the communities on our doorstep in Llanystumdwy and Cardiff Bay, we will support communities in every region of Wales through our Inspiring Communities Fund. Placing climate emergency, the benefits of literature on health and well-being, and representation and equality at the core of our work in communities, we will ensure that our values run strongly through community events to help develop a Wales where its literary culture empowers, improves, and brightens lives.

We will actively listen to and consult with grassroots literary communities in Wales to develop our activity and strategy and use our privilege as a national company responsibly by sharing expertise and resources with local groups – empowering them to serve the communities they know best.

## Under-represented communities

In Wales there are still significant differences in equality of opportunity to access and participate in culture and literature. To aim for equality and better representation within Wales' literary communities and culture, and to focus our work where it will have the most impact, we will prioritise working with:

- people of colour (Black, Asian or minority ethnic)
- people who identify as disabled or who have a long-term health condition
- individuals from low-income backgrounds

We will also work with writers from the LGBTQ+ community, the Gypsy, Roma and Traveller communities, refugees, and individuals isolated due to caring responsibilities, personal commitments, and geographical location. We will listen and learn from campaigns like Black Lives Matter and #weshallnotberemoved and incorporate their values in our work. We support the Welsh Government's [Race Equality Action Plan](#) and the vision of creating an Anti-Racist Wales.

We recognise that many people identify with multiple protected characteristics (as defined in the [Equality Act 2010](#)) and we will take an intersectional approach across our work, bearing in mind that people often face multiple and complex barriers to access the arts.

## Partners

Partnership working is crucial for Literature Wales to achieve meaningful impact. Working with partners who share our values and align with our goals, we will co-create and collaborate on projects and strategies, maximising impact by pooling our resources, learning and expertise. In our collaboration and partnership work, we adhere to the sustainability principles of the [Five Ways of Working](#) as outlined in the Well-being of Future Generations Act.

Our partners come from a wide range of different sectors including the wider arts sector, as well as the education, health, sport, social and environmental sectors. Partners range from government departments (on both a local and national level), football clubs, national bodies and third sector charities, to grass-roots community groups and collectives.

We will regularly consult with partners and listen to expert advice on how to sensitively approach and work with specific groups of participants – especially those who are marginalised and/or vulnerable.

Our partnership work is focused on tackling particular social issues through literature. Through intense involvement in the first year of any partnership from Literature Wales, we aim to collaboratively create blueprints which can be shared and rolled out more widely across Wales.

## Sector Leadership

### Values

We have a clear set of values that underpin everything that we do. We expect all our partners and stakeholders, creative participants, and audiences to respect them. These values will help develop a Wales where literature empowers, improves, and brightens lives, and will play a vital role in achieving our goals.

We value work that:

- Supports under-represented groups and communities
- Is collaborative and co-operative
- Is innovative and ambitious
- Respects the Welsh language
- Promotes inclusivity and accessibility
- Ensures legacy
- Advocates for the power of literature

### Delivery Principles

We work hard to generate positive and sustainable change for Wales and are committed to delivering activity to a high standard.

We use a coherent and consistent set of Delivery Principles which help us make decisions on our activity and how we carry them out. These principles are important to increase the impact of our work and we will identify partners who also align with these principles. These have been influenced by ArtWorks Cymru's research on quality principles, and by our involvement in the Jerwood Creative Bursaries scheme.

We intend to deliver work that:

- Is Impact-led, and aligns with our Impact Goals
- Is actively anti-racist
- Meets our standards for inclusive delivery
- Adheres to the Welsh Government's Cultural Contract, and pays artists and freelancers fairly
- Avoids overlap with existing or planned provision by others
- Works in partnership across many sectors to expand the reach of literature
- Supports the Welsh Government's Cymraeg 2050 goal

## Our Legacy

As a national company for literature, we have a uniquely strategic overview with an emphasis on developing and supporting the sector, rather than simply delivering projects and programming events.

Wales has many literature and publishing organisations of all sizes and specialisms – from publishers to festivals to grassroots initiatives - and we are proud to be working within this vibrant sector. However, we acknowledge our duty as one of the Arts Council of Wales' eight designated national companies and our responsibilities to others in the sector in offering leadership and support where needed and sharing the learning we gather through consultation with Wales' writers and literary audiences.

We will use our resources to test ideas, structures and projects and scale these up to benefit more people than we could reach on our own. 2022-2025 will see us actively identifying ways to hand over ownership to writers, communities, and other organisations to create a Wales where literature represents our diverse voices, supports our well-being, and raises awareness of the climate emergency.

## Operational Priorities: Ensuring Resilience

Being able to deliver our Strategic Plan depends on our ability for dynamic, targeted, and effective operations.

During 2019-2022 our systems have been overhauled, including the implementation of a new monitoring and evaluation framework, new budget management processes and continual development of the risk register.

These measures have significantly improved the efficiency and efficacy of our work; however, continual development is needed to ensure Literature Wales remains stable in a constantly evolving world. We have identified nine areas of focus for 2022-2025:

Impact and Advocacy:

**We need to better communicate the impact of our activity.** Every statistic should have a story, and every story have a statistic, to make sure we can champion and communicate the benefits of accessing literature to everyone.

Understanding Need:

**We need to understand the barriers which prevent people from reading or taking part in literature events.** We believe literature matters and we want everyone to be able to engage. For the next few years, we will focus on key under-represented groups and work hard to understand their lived experiences. We will use that research to influence our programmes and advocate for change.

Partnership and Legacy:

**We need to share the blueprints.** Literature Wales does not own literature in Wales. But we have a duty to lead the way and share what we've discovered and learned, for the benefit of the sector.

Human Resources:

**We need to nurture an inclusive and skilled team.** We will achieve this by ensuring our team has true diversity of skills and experience, and we'll prioritise looking after their mental health and well-being.

Tŷ Newydd Writing Centre – Operations:

**We need to future-proof Tŷ Newydd.** We can do this through upgrading the facilities and by building our capacity to ensure its creative and commercial offerings can include and appeal to more people and place it at the heart of Wales' Literary Culture.

Climate Emergency:

**We need to make, and inspire, radical change.** We will consider the environmental impacts of all our operations; from the simple (e.g., commuting, printing) to the complex (e.g., supporting mental health and advocacy) to be as sustainable as possible.

Sector Consultation and Facilitation:

**We need to make sure voices from the sector are understood by our team and amplified to the nation.** We are the organisation for writers and readers across Wales and need to ensure that we, and all involved with literature in Wales, actively listen and respond to our writers, readers and creative audiences.

Building Capacity:

**We need to make sure we are ready for the future.** We will invest in our capacity to fundraise, research, and innovate digitally so that we are ready for whatever the future brings.

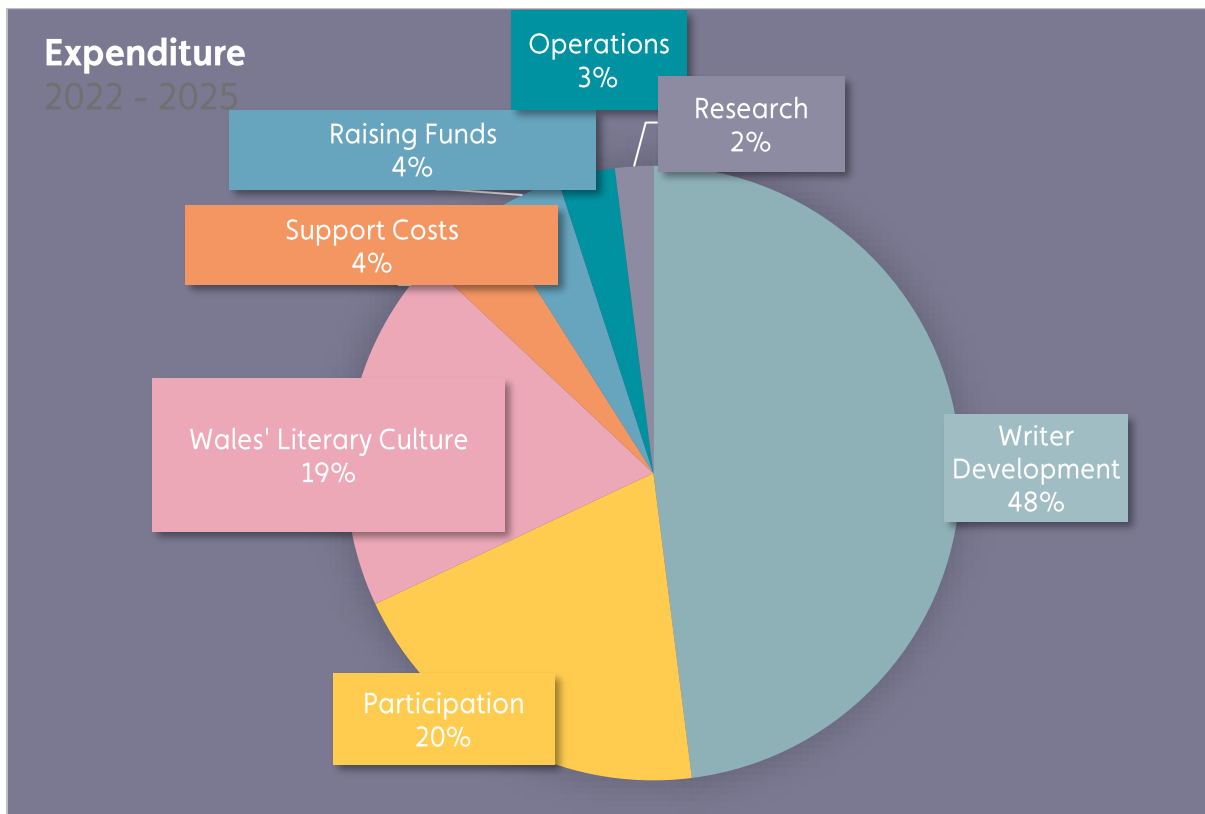
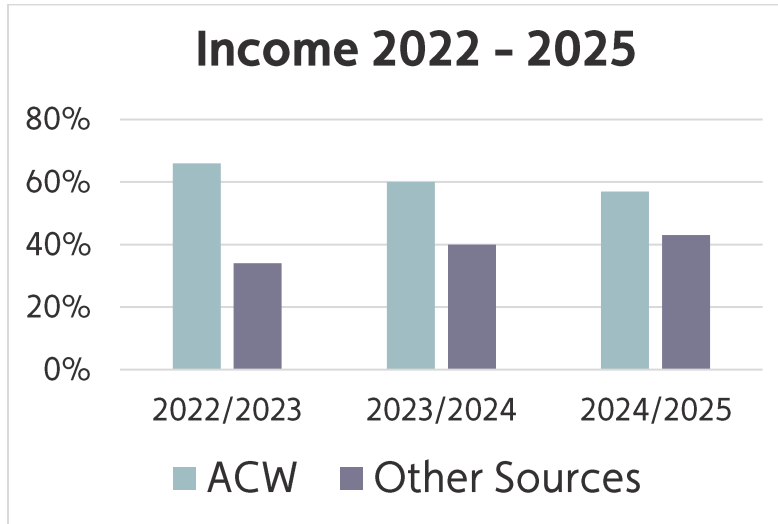
Fundraising:

**We need to diversify our income streams** to reduce reliance on just one form of funding. We can do this by building our capability to raise unrestricted funds from various sources.

## Money

Literature Wales raises money from many sources, in order to deliver our work. As a charity, and recipient of public funds, we want to be transparent about where our money comes from, and how the money is spent.

Our 2022-2025 Strategic Plan relies on the following financial model (forecasted August 2021):



**Directors**

Cathryn Charnell-White (Chair)  
Natalie Jerome (Deputy Chair)  
Craig Austin  
Eric Ngalle Charles  
Jacob Dafydd Ellis  
Annie Finlayson  
Elizabeth George  
John O'Shea  
Delyth Roberts  
Cathryn Summerhayes  
Owain Taylor-Shaw  
Christina Thatcher

**Chief Executive**

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**With thanks to:****Our Funders**

Arts Council of Wales  
Welsh Government  
The National Lottery

**Our Critical Friends**

Sara Beer  
Kittie Belltree  
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Mererid Hopwood  
Matthew Jarvis  
Deborah Llewelyn  
Farrah Serroukh  
Kayley Sydenham  
Marvin Thompson  
Iestyn Tyne  
Huw L Williams

**And**

Rhys Iorwerth  
Gerri Moriarty  
Eluned Parrott