



2021/2022

Organisational Report #12

Period covered: 1 January – 31 March 2022

Representing Wales Masterclass, **Tŷ Newydd Writing Centre**



Llenyddiaeth
Cymru
Literature
Wales

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How to read this report

- This report is an amalgamation of the **ACW Funding Requirements** proforma and **our internal reporting requirements** on both the organisational impact and outcomes we hope to achieve, plus our **operational targets** and **Learning Points**.
- The targets featured are **for year 3** (2021/2022) of the 3-year lifespan of the 2019-2022 Strategic Plan. These targets represent our ambitions, linked to the projects in our current activity and operational programme and current demographic, political, economic and social trends. Some of our projects are dependent on sourcing additional external funding, and some may be adapted or become unfeasible during the development process. Some projects will be affected by factors outside our direct control. For these reasons, **these targets are a forecast of what success will look like and may be subject to reasoned revision**.
- Also included are our new targets, set by ACW for 22/23 that reflect our 22-25 Strategic Plan.

COVID-19 Update

A time of reflection, evaluation and reopening: looking back over the last year, and preparing for the year to come.

2022 started with the reopening of **Tŷ Newydd Writing Centre** and the launch of its 2022 programme of creative writing courses. We are thrilled to be able to welcome writers into the centre once more and over the course of the year, 50 writers will feature in the programme including several best-selling authors, laureates, and award-winning poets.

The reopening of the centre also meant that our **2021-22 Representing Wales cohort** were able to meet in-person for the first time for their final masterclass with tutor, **Jacob Ross** and guest speaker, **Patience Agbabi**. The weekend solidified relationships developed between the cohort members over a year of digital activity, and highlighted the more satisfying and long-term connections that can be achieved by in-person meet ups.

Throughout the year, Tŷ Newydd will continue to adhere to official guidance and put measures in place to safeguard writers from the potential risk of COVID-19, including issuing clear guidance and requirements for guests before arrival, implementing a new cleaning and fresh air protocol, and offering a more flexible cancellation policy to give customers greater peace of mind.

We will also be looking at ways of mitigating the impact of Tŷ Newydd staff illness by training different members of staff from both our offices to familiarise themselves with the centre's health and safety policies and protocols so as to be able to step in if necessary.

Another key milestone was the relaunch of our health and well-being project in partnership with **Newport Mind** which has been on hold for almost 2 years due to the COVID-19 pandemic. As restrictions lift, in-person workshops are once more able to take place. The project, which supports young people living with various mental health conditions, was unable to take place online due to participants facing digital exclusion and the safeguarding element of the project being compromised.

As in-person activity returns at a pace, we will also continue to explore digital possibilities with accessibility a key consideration within these projects. Our new digital **Creative Conversations series**, which aims to upskill facilitators across Wales and which have included BSL interpreting and closed captioning, have been very popular as have **Tŷ Newydd's monthly digital taster courses**.

The end of the financial year is a natural point of reflection as we consider learning points alongside achievements during this period of disruption, worry, challenges and transition towards agile working patterns. We're proud of the work delivered during this quarter and the past year, and look forward to the upcoming year with motivation, creativity, and hopefulness.



Visitor World Map at Tŷ Newydd Writing Centre

Highlights

Organisational

- This quarter presented change within Literature Wales as we welcomed **Marvin Thompson** as our Creative Lead.
- The quarter also sees **Elena Schmitz** leave us, after almost 14 years with the company.
- **Elizabeth George's** term as Director of the Board ended, and CEO **Lleucu Siencyn** announced her new role with the Arts Council, and planning starts for her replacement.
- **Two** new roles have been created. They are a full-time **Operations Support**, to support activities in Tŷ Newydd, and a full time **Communications Executive**. You can read about both roles [here](#).

Activity

- Creative Conversations, a series of free online events, began in February. The sessions started with **Mel Perry** and **Kerry Steed** on the subject **Writing for Well-being**, and had a total of 10 participants.
- Tŷ Newydd's [programme of courses and retreats](#) for 2022 was launched in January, with a residential course for Books for All: Writing Characters of Colour for Children, taking place in March. To find out more about the individual writers, see the news story [here](#).
- A new style of call out was implemented for [National Poet](#), whereby individuals could nominate another poet, or themselves for this prestigious title and in March the selection panel was [announced](#).
- Literature Wales helped to facilitate literature within non specialist organisations by partnering with **Natural Resources Wales** on their [Nature and Us](#) project, whereby two poets in residence are working towards a better understanding of the climate emergency in Wales, and through supporting [Criw Creu](#), a project ran by **Theatr Genedlaethol**, and supported by, Urdd Gobaith Cymru, to ensure young people have better access to the arts.
- Participatory activity continued with **Writer Commissions** round three completing their projects, whilst in March, expressions of interest for round four closed, with this iteration concentrating on [Nature and the Environment for well-being](#).

Creative Conversations

Free online events for those interested in learning about using literature in participatory settings.

The series of free online events, Creative Conversations, began in February.

Operational

- **Staff** completed a variety of external training this quarter, including **GDPR** training, **Safeguarding** Training, provided by **Y Bont**, **Deaf Awareness** Training by **Taking Flight**, and **Disability Arts Cymru** joined a staff meeting, to build awareness and advise on providing accessible activity, both face to face, and online.
- Staff also enjoyed a range of internal training, **finance training** was provided to both the board and staff, with staff completing forecasting for the upcoming financial year, and Interim Communications Lead **Branwen Llewellyn** starts a series of creative communication sessions for staff.
- **New systems** were introduced, in the form of a project planning spreadsheet, and Sector Support log, which aims to better collect the impact of our activity and sector wide consultations. **Facilitator contracts** were also reviewed, with jargon removed to ensure transparency for both artist and staff and a template Access Rider was created.
- The division of the Senior Leadership Team into two subgroups for **operational** and **creative** topics was reviewed, with the introduction of a monthly joint meeting for cross-sectional items.



Marvin Thompson joined us as new Creative Lead.

Inspiring Communities Developing Writers Celebrating Wales' Literary Culture

NATIONAL POET OF WALES.

Applications re-open for **National Poet of Wales** in the new style of a nominations based call out.



Durre Shahwar and Elan Grug Muse become poets in residence for the **Nature and Us** conversations, led by **Natural resources Wales** and in partnership with **Literature Wales**.



Criw Creu is a new project ran by **Theatr Genedlaethol Cymru** with support from **Literature Wales** and **Urdd Gobaith Cymru**, providing access to the arts for young people.



The 2022 **Tŷ Newydd** Programme of digital and residential courses is launched



Writer Commissions #4 open in March, focusing on the theme of nature and the environment for well-being.



The **National Trust Cymru** launches **#BlossomWatch** at the Senedd with a new poem by **Children's Laureate Connor Allen**.



8 new writers were welcomed to **Tŷ Newydd** for the **'Books for All'** course.



The **Wales Book of the Year** judges were **announced** for both English and Welsh language awards.



Highlight: Writer Development

Writers are the core of what we do, and we believe in investing in individuals at the right time in order to maximise artistic and professional development, encourage new writers to take risks and develop confidence in their own abilities and skills. To ensure that we continue to offer exciting and diverse opportunities we've delivered a strong programme of digital and in-person activity, and built career pathways for writers as they develop creatively and professionally.

Launching Tŷ Newydd's 2022 Programme

We were thrilled to reopen Tŷ Newydd's doors once more and launch an exciting new programme. The **climate emergency** and **health and well-being** feature as strong themes throughout the year as we encourage writers to consider and respond to these topics creatively.

We will be actively contributing towards a more equal representation in Wales' literary culture with courses such as our [Books for All course](#) which saw 8 writers of colour developing their creative writing for children and young people. Other upcoming courses with a focus on **representation and equality** include our [Stori i Bawb](#) course and our [scriptwriting skills retreat](#) delivered in partnership with the Sherman theatre.

60
digital
attendances

6
digital
courses
delivered

28
residential
courses
launched

"I loved the opportunity to generate new ideas and talk about poetry in a short timeframe.... This was perfect."
-Tŷ Newydd Course Participant

A new series for writers and workshop leaders: Creative Conversations

[Creative Conversations](#) is a new series of six short events, offering open and accessible opportunities to learn about using literature in participatory settings. They are also an opportunity to meet likeminded writers, exchange ideas, share best practice, resources and contacts, and enjoy creative conversations with each other.

"A fantastic opportunity to connect with others, hear their backgrounds, and understand their perspective."
-Participant

We said that we would develop the creative and professional potential of early career writers.

We are doing this by offering Wales' writers opportunities to hone and diversify their skills.

Since April 2019 there have been...

754

creative and professional opportunities provided to early career writers

82, 896

unique page views of our writer development pages

453

young writers (16-30) provided with sustained support

701

in-person and digital Tŷ Newydd course participants

Organisational Impact & Outcomes

Organisational Impact:

We will be on our way to **empowering, improving and brightening** the lives of our clients, contributing to their greater well-being and that of Wales' society, economy and culture

Organisational Outcomes:

Our clients will be on their way to having:

- **Improved** spoken and written skills
- **Increased** self-confidence
- **Increased** employability
- **A decreased** sense of isolation
- **A decreased** risk of, and increased resilience to, mental illness
- **Exposure** to new worlds, philosophies, cultures
- **Increased** ability to empathise
- **Increased** multilingual skills

Measuring Long-term Impact:

Due to COVID-19, response rates and staff capacity, we reassessed the delivery of the Longitudinal Survey. The decision was made to restart the Longitudinal Survey after receiving the results from the stakeholder survey, which has been planned for January 2023. We will redesign the stakeholder survey, to ask targeted and specific questions, helping to identify new individuals to take part in the Longitudinal survey.

In the meantime, we're keeping in touch with the current sample clients as they continue to engage with Literature Wales and other organisations and professional opportunities. The Representing Wales after-care programme for the first cohort has begun, and we will select a cross-section with whom we will track their development over the coming years.

This quarter, we have also introduced an internal writers database, which aims to track writers who have applied and/or been successful in our high profile opportunities to further identify and develop their careers.

Organisational Outputs

Activity Key Measures of Success: **Participation**

Targets for 31 March 2022	Current Progress 1 January- 31 March 2022	Overall Progress	Method of data capture
The proportion of Wales' population participating in creative writing has increased by 3.1 percentage points from 9.4% in 2021.	The Arts Council of Wales Omnibus Survey 20/21 has not yet been released.	As left.	Arts Council of Wales Omnibus Survey on arts participation
At least 100,000 creative participants and audience members engage in our activity annually, compared 367,236 2020/2021.	This quarter, 7,167 creative participants and audience members have attended our activity 'in person'. We've also engaged with 20, 925 people through digital activities, including resources, social media, video and online activity.	Since April 2021, 151, 970 creative participants and audience members (including digital figures) have engaged with our activity.	Our project progress and evaluation reports
At least 50% of our creative participants identify with one or more of our Target Client Characteristics.	Although many workshops were put on hold due to Covid19, we also realised that collecting data on every participant was unnecessary. For some activity, it is not appropriate or possible to collect this data (such as school visits), and therefore from quarter four onwards, we are collecting only the necessary EDI data (such as for Representing Wales) where the activity is targeted towards a specific group).	As left.	Equality & Diversity monitoring forms
At least 550 creative participants are directed to our writer development opportunities compared to 694 in 20/21.	67 creative participants have been directed to our writer development opportunities in the above period.	In total, 347 creative participants have been directed to our writer development opportunities since April 2021.	Our project progress and evaluation reports

Organisational Outputs

Activity Key Measures of Success: **Writer Development**

Targets for 31 March 2022	Current Progress 1 January- 31 March 2022	Overall Progress	Method of data capture
We provide at least 300 creative and professional opportunities for early career writers annually, compared to 280 in 20/21.	29 creative and professional opportunities were provided to early career writers this quarter. For example, in February, three early year writers tutored their first digital taster courses for Tŷ Newydd.	In total, we have provided 181 creative and professional opportunities for early career writers since April 2021. More recently, we have rolled out a project planning sheet, which aims to remind staff to check in with writers to see what development and successes they have gone on to achieve far beyond our activity.	Our project progress and evaluation reports
There are at least 37,000 unique page views of our online writer development information annually, compared to 33,463 in 20/21.	Our writer development information received a total of 3,747 unique page views , this quarter. We have so far delivered two live writer training events, with more planned, and are currently developing useful information and resources for writers at all stages of their career.	In total, we have received a total of 14,264 unique page views of our writer development information.	Google analytics
A total of 150 young writers (aged 16-30) are provided with sustained support annually, compared to 175 in 20/21.	18 young writers were provided with sustained support this quarter.	In total, we have provided sustained support to 138 young writers since April 2021.	Our project progress and evaluation reports

Organisational Outputs

Activity Key Measures of Success: **Wales' Literary Culture**

Targets for 31 March 2022	Current Progress 1 January- 31 March 2022	Overall Progress	Method of data capture
At least 260 established writers and 400 literary works are engaged in high-profile projects annually, compared to 234 and 410 respectively in 20/21.	11 established writers and 1 literary works have engaged in our high-profile projects this quarter.	In total, 150 writers and 432 literary works have engaged in high-profile projects since April 2021.	Our project progress and evaluation reports
We will collaborate on and facilitate at least 23 partnership and exchange projects outside Wales annually, compared 18 in 20/21.	We have collaborated on and facilitated 0 partnership and exchange projects outside of Wales.	In total, we have collaborated on and facilitated 13 partnerships and exchange projects outside of Wales since April 2021.	
Through our intervention, at least 80 commissions per year are awarded to established writers by other organisations, compared to 114 in 20/21.	12 commissions have been awarded to established writers by other organisations this quarter including National Trust Wales commissioning Connor Allen, Children's Laureate Wales to write a poem to kickstart their #Blossom Campaign.	In total, 38 commissions have been awarded to established writers by other organisations through our intervention since April 2021.	
A minimum of 60 early career writers engage with our high-profile opportunities annually, compared to 57 in 20/21.	107 early career writers have engaged with our high-profile projects including applicants for the 2022-23 Representing Wales programme and National Poet Wales nominations.	In total, 164 early career writers have engaged in our high-profile projects since April 2021.	

Organisational Outputs

Operational Measures of Success: **Monitoring & Evaluation**

Targets for 31 March 2022	Current Progress 1 January – 31 March 2022	Overall Progress	Method of data capture
100% of our data from our activity and operational projects is stored in our central monitoring & evaluation (M&E) hub	We have identified that not all of our activity and operational data is being captured through our monthly project progress and evaluation reports. A new impact framework was developed and rolled out in quarter 4, with staff receiving training on how to better capture data and stories.	As left.	Our project progress and evaluation reports and annual MARCOMMs survey
1 Annual Report communicating our impact has been circulated	We have successfully produced our Annual Report 2020/2021 .	As left.	
12 monthly [PAUSED 21/22] and 4 quarterly evaluation reports have been produced	This is the fourth quarterly evaluation report of 2021/2022. The plan of creating monthly reports has been put on pause and we are currently in the process of exploring different methods of improving internal communication within the organisation. This target will be changed for the next financial year, as we implement impact and communications reports throughout the year, building the picture of how we are working towards our goals.	We have produced 4 quarterly reports since April 2021.	
100% of new or perennial projects are pitched to SLT, and all reference learning points from our analysis	100% of projects have been pitched to SLT in the above period, and staff continue to engage well with the new pitching process. Feedback from staff suggests that the monthly Creative Meetings have been helpful to refine project pitches before submission.	As left.	

Organisational Outputs

Operational Measures of Success: Human Resources

Targets for 31 March 2022	Current Progress 1 January – 31 March 2022	Overall Progress	Method of data capture
100% staff have attended at least 3 cross-team training sessions	In the above period 100% of staff attended varied internal and external cross team training sessions including an ACW Investment Review workshop attended by SLT, and internal induction and project handover training sessions. Recent sessions include Deafness Awareness Training with Taking Flight Theatre and a further session focused on facilitation and communications.	100% of staff have attended at least 3 cross team training sessions since April 2021.	Our project progress and evaluation reports
At least 4 staff have benefitted from sustained professional development opportunities (e.g. courses)	4 Staff members have benefitted from sustained professional development, including our Bookkeeper Apprentice, who began attending weekly AAT training course in late September. 3 staff members also attend regular Welsh-language classes.	4 staff have benefitted so far from sustained professional development	
Staff job satisfaction ratings have increased by at least 7%	We prioritise staff well-being and carefully consider their preferences and situations when discussing and consulting on return to the office and balancing with business needs – this process is ongoing. The data collection method is collected as percentages; therefore this target will be reviewed.	As left.	Company culture analysis as part of the Staff Well-Being Plan and the PDRs
At least 5% of our employees, volunteers, contractors and Directors identify as BAME and 5% have disabilities, and 1 of these is in a senior position on the staff and Board (pending vacancy availability)	Over this period an average of 13.8% our employees, volunteers, contractors and Directors identify as BAME and 0% have disabilities, and 3 of these are in a senior position on the staff and Board.	As left.	Our project progress and evaluation reports
We will have worked with at least 20 volunteers	0 volunteers have worked with us in the above period through our activity projects.	We have worked with 7 volunteers in since 1 April 2021. This is lower than the target due to the impact of Covid-19 and reduced in-person activity.	

Organisational Outputs

Operational Measures of Success: Tŷ Newydd Writing Centre Business

Targets for 31 March 2022	Current Progress 1 January – 31 March 2022	Overall Progress	Method of data capture
2 successful Trusts & Foundations grant applications for funds towards Tŷ Newydd conservation, repairs and maintenance work	No Trust & Foundation grant applications for Tŷ Newydd funds have been submitted in the above period. However, Literature Wales been accepted, through an application process, onto the Grŵp Llandrillo Menai Green Digital Academy, to receive free consultation , and an action plan to work towards carbon neutral status .	As left.	Our quarterly accounts and record of fundraising work
Friends of Tŷ Newydd Scheme launched, and at least 30 new Friends join [PAUSED 21/22]	Due to COVID-19 the Friends of Tŷ Newydd scheme, which will operate alongside the Friends of Literature Wales, is currently on hold. It is not part of our new fundraising strategy, which focuses on high-net-worth individual giving rather than friends schemes.		
New specifications of works created by architects for urgent repairs needed on the conservatory [PAUSED 21/22]	Whilst the centre was closed due to COVID-19, most works remained on hold. However, four bathrooms and one of the centre's public toilets were refurbished to a high-standard in the above period. Carpentry work has also begun on the bay window in Room 9, with installation to follow in Q1 2022-2023.	As left.	Our project progress and evaluation reports
2 bedrooms refurbished to a high-standard [PAUSED 21/22]			
At least 85% of Tŷ Newydd Course attendees agree that their visit helped them progress as an author, and 90% state that they will return to the centre in the future	88.8% of Tŷ Newydd Course attendees agree that their visit helped them progress as an author, and 100% stated that they will return to the centre in the future.	As left.	

Organisational Outputs

Operational Measures of Success: **Sector Facilitation**

Targets for 31 March 2022	Current Progress 1 January – 31 March 2022	Overall Progress	Method of data capture
Directly deliver no more than 10 projects annually	1 project have been directly delivered during this quarter, including the series of Creative Conversations .	A total of 7 projects have been directly delivered this year. Most directly delivered projects run year-round.	Our project progress and evaluation reports
Intensively support at least 30 partner-led projects as facilitators or secondary partners annually and support another 30 with general in-kind support .	We have intensively supported 6 partner-led projects as facilitators or secondary partners and provided 1 with general in-kind support	In total, we have intensively supported 34 partner-led projects and provided general in-kind support to another 20 .	
Provide funding and/or in-kind support to at least 500 individuals, groups and organisations annually, compared to 400 forecast for 2020/2021.	In the above period, we have provided in-kind support to 93 individuals, groups and organisations .	In total, we have provided in-kind support for 375 individuals, groups and organisations.	
Have stimulated at least 12 new self-run sustainable literary projects in areas of need, compared to 10 forecast for 2020/2021.	We have stimulated 7 new self-run sustainable literary projects in areas of need.	In total, we have stimulated 34 new self-run sustainable literary projects in areas of need.	

APW Additional RFA Target Update

Accessibility Plan Updates

Targets for 31 March 2022	Overall Progress 1 April 2021 – 31 March 2022	Method of data capture
<p>100% staff members will attend an Accessibility Training session to ensure our operations and activities are as inclusive and accessible as possible.</p>	<p>All staff attended Deaf Awareness Training delivered by Taking Flight Theatre, and 13 members of staff attended a secondary session focused on communications and facilitation.</p> <p>The Accessibility Plan was reviewed internally with support and advice from Disability Arts Wales. Internal staff training was delivered by staff and Sara Beer, DAC.</p>	<p>Staff records</p>
<p>We will complete a review of our websites, and document templates (e.g. Tŷ Newydd guest information pack; sign-up sheets for activities; job adverts; call-out documents) to ensure they take accessibility and inclusivity into full consideration.</p>	<p>We are developing our call-out process to be as accessible as possible including making call-outs and job adverts dyslexia-friendly documents.</p> <p>All job adverts include a named contact at the organisation who can advise on the role informally and well as provide advice on accessibility, in advance of the interview.</p> <p>All guests with accessibility requirements are provided with an individual evacuation plan when attending courses at Tŷ Newydd.</p>	<p>Staff/guest records</p>
<p>We will offer 2 training sessions to actively develop more facilitators identifying as disabled to ensure that our literary participatory projects are led by artists with the same lived experiences as our target audiences.</p>	<p>1 training opportunity was provided for facilitators in 2021/22, within the CTMUHB project.</p>	<p>Project planning sheets</p>

Evaluation

Organisational & Operational Learning Points

Organisational Learning 1 January – 31 March 2022

The defining feature of the past quarter has been the staff changes. We welcomed Marvin to the team, and prepared for both Lleucu and Elena to depart. The process has gone fairly smoothly but there have been some key learning points to apply in future. Firstly, we may wish to consider longer notice periods for key senior staff, to avoid such lengthy gaps in future. Additionally, when recruiting someone from outside the sector, like Marvin, we learnt very quickly that we needed to provide more support/induction about practical things, not just the specifics of the role.

We have prepared recruitment packs for 3 roles during this quarter and have also been striving to improve our inclusion through recruitment. We are keen to make sure we can provide recruitment materials in accessible formats, such as audio/dyslexia-friendly/screen-reader friendly. The team has attended lots of training recently, such as deaf awareness training and are keen to implement best practice. We had underestimated the time this would take to achieve, alongside the measures we'd need to put in place for the interviews etc if we received many applications from candidates with additional needs. This is something that we'll be working on this year to ensure our recruitment procedures are as inclusive as possible.

Additionally, we have stalled on our State of the Nation research project this year. The findings are extremely interesting both to ourselves and the wider sector. However, they do not always paint a positive picture, particularly of some of the work our partners in the sector are doing. In hindsight we could have predicted this and now our timeline for publication is longer as we inform partners/carefully present data.

Operational Projects 1 January – 31 March 2022

During this quarter we prepared a lot of new systems ready for the new financial year. Significant improvements have been made to the previous Impact data collection method which was very numerical based, and disliked by the staff as they didn't feel it measured the actual impact of their projects successfully. The new method is more streamlined, and links all data collection methods to our 7 Goals, via project specific outcomes. The reception from staff has been positive, although some are struggling to start thinking in a different way. As a result, we have increased the 1-2-1 support available for staff whilst they get familiar with the system.

We have also developed a new Risk Register during Q4. The previous system was getting unwieldy and some staff weren't engaging with it regularly as it was overwhelming. We have now moved project risks on the Project Planning spreadsheet (alongside practical details and impact) so that project risk management is a more active, ongoing, process.

In Q4 we held the panel meeting to decide upon the new Representing Wales cohort. Panel members were briefed in advance about the programme, our strategy and our priority groups (whilst this year the programme is aimed at writers from low-income backgrounds, the intersectionality with writers of colour, and writers living with disabilities or chronic illnesses is important to us). However, during the meeting the panel put less significance on these factors and LW staff were unable to intervene. When the cohort was announced this led to some negative feedback on social media about the diversity of the group. To avoid this happening again for the National Poet panel, Leusa and Marvin will represent LW on the panel.

Evaluation

Activity Learning Points

Activity	Learning Points 1 January – 31 March 2022	Future Actions / Recommendations
National Poet of Wales	<p>Although heavier on staff capacity, this new process has been a positive one with a diverse range of poets being nominated. Very little negative feedback has been received from nominated poets as the process aims to reduce any unnecessary time spent on applications. With staff capacity in mind, the primary learning point would be to start the process earlier. Feedback was received from one poet, who really appreciated our efforts to be fairer with our judging processes but commented on how it felt, as a writer of colour:</p> <p><i>"I'm uneasy about the introduction of this application process for the National Poet role in the name of 'equality' especially since previous holders of the title walked into the role based solely on the merit of their credentials. To me, it is an example of people of colour being expected to prove their worth for opportunities so easily afforded to white creatives."</i></p> <p>We have had a productive dialogue with this writer, who is still applying to the role.</p>	<ul style="list-style-type: none"> • Share learning points with wider team at a staff Creative meeting. This will particularly helpful when appointing the next two Children's Laureates. • Consider staff time and capacity carefully.
Creative Conversations	<p>Following the launch of our new series for writers and workshop leaders we have gained an understanding of good practice in ensuring accessibility at online events. Some key learning points from these experiences include booking BSL interpreters months in advance, supplying captioning for all English language events, and arranging studio/technical support for artists to deliver sessions. We also understood the necessity of arranging a recording of the 'presentation' element beforehand. If we wish to upload it onto the website as a resource.</p>	<ul style="list-style-type: none"> • Share learning with wider team at a staff Creative meeting. This learning will be particularly valuable when delivering future online public events such as those launched under the Representing Wales banner. • Change format of session and commission speakers for a standalone presentation of event to be uploaded as a resource on the website. • Include a variety of skills of interest to freelance artists, such as fundraising and presenting.

Targets: 2022 - 2023

Arts Council Wales

From consultation with the Arts Council of Wales, we can share our targets for the forthcoming year on the following pages. Together, we considered our progress against current goals, the strategic direction of Literature Wales and areas ACW would like to see improvement. This has led to a short list of targets that will enable ACW to be confident in our progress over the coming year.

For example, **Representing Wales 3**, will be opened to a wider range of underrepresented characteristics, and we will pay individuals from these communities to **consult** on the development of the scheme. We continue to build our **Welsh language provision**, by growing our partnerships with Welsh language organisations, as well as embarking on bespoke Welsh language training for all staff and board members. We aim to become more strategic within our pre-existing projects, such as the **Inspiring Communities Fund**, encouraging a wider geographical spread and Welsh-language events through targeted audience engagement.

Other targets

The Arts Council Wales set targets only offer a small snapshot of the work we deliver. In addition we have a rigorous Impact monitoring process which shows how all our programmes contribute towards our 7 Goals. In our future Organisational Reports we will be highlighting one goal per quarter to delve into the stats and stories we've gathered.

In addition, we have a wide range of operational targets for 22-25. Attached to our strategic plan are many operational action plans; Fundraising, HR, Partnerships & Legacy, Sustainability, Finance, EDI and Comms. Within these are SMART goals for each year. We measure our progress against these quarterly and each future organisational report there will be an overview of key progress made/deadlines missed in the quarter.

Arts Council Wales 22/23 Targets

Goal: Wales' Literary Culture : Ensure wider engagement, better accessibility and more impact for creative writing activities.

Targets for 31 March 2023	Current Progress	Method of data capture
Develop partnerships with at least 3 community groups working with specific groups currently under-represented in Wales' Literary Culture.	Ongoing	Our project progress and evaluation reports
Increase guidance available for our Inspiring Communities Fund programme, supporting literary event organisers across Wales to deliver inclusive and accessible events.	Due to be updated in Summer 2022 to ensure that our Inspiring Communities Fund links up with our strategy closely, and is facilitating event organisers to also deliver more inclusive events and sticking to best practice like fee levels etc.	
Train more writers through Creative Conversations programme in themes such as: safeguarding, sharing best practice & how to deliver literature in participatory settings.	12 sessions are planned for the year	
Invest £45,000 on a programme aimed to support the delivery of a diverse curriculum in Wales, which includes £21,000 going directly to writers of colour.	We have been granted £45,000 from the Education department to deliver this programme, which starts in June.	

Arts Council Wales 22/23 Targets

Goal: Representation & Equality : Deepening our relationship with artists, participants and audiences.

Targets for 31 March 2023	Current Progress	Method of data capture
Ensure all documents are presented using a variety of accessible tools, including dyslexia friendly versions.	All current open call out's are provided with a dyslexia friendly application form.	Our project progress and evaluation reports and staff records.
Deliver the third edition of Representing Wales, investing in 14 writers intensely, all who come from underrepresented communities.	A consultation process for the next round of Representing Wales is currently in development, with a focus on opening up to a wider range of underrepresented characteristics.	
Through Representing Wales , engage with approximately 300 individuals within the wider programme.	During the programming phase of Representing Wales Two, a minimum of 3 sessions will be open to the general public. Conversations are currently underway to make these sessions more accessible via BSL interpretation, which can also be used as a resource for writers.	
Monitor the evolution of the programme and long term impact , including engagement with existing cohorts.	All cohorts of Representing Wales are contacted at least bi-annually, to track their writer development journey.	

Arts Council Wales 22/23 Targets

Goal: Welsh Language: Committing to seizing and developing the opportunities that Welsh language creativity offers.

Targets for 31 March 2023	Current Progress	Method of data capture
Submission of your updated Welsh Language Plan	Updates are due in July 2022. The plan was last updated in July 2021 with support from the Welsh Language Commissioner.	Our project progress and evaluation reports and staff records.
Facilitate 5 partnership projects and ongoing stakeholder meetings tackling under-representation in children’s literature in the Welsh language	Activity is ongoing and varied. In April this has included meeting about potential partnership with Penguin Random House on Lit in Colour and participation in the Books Trust Cymru Conference on Equality, Diversity and reading for pleasure in early years. In addition we have delivered Stori i Bawb course at Ty Newydd in partnership with the Books Council.	
All staff and Directors complete a bespoke Welsh Language Awareness training course.	In planning stages, due to take place in Autumn 2022	
Build international partnerships with other Celtic language nations including ROI, NI, and Scotland.	This is ongoing. Current opportunities for collaboration include a Scottish Spoken Word showcase and our Children’s Laureates working in partnership with the Gaelic Children’s Laureate at Hay Festival in may.	

Arts Council Wales 22/23 Targets

Goal: Health & Well-being: Deepening our relationship with artists, participants and audiences.

Targets for 31 March 2023	Current Progress	Method of data capture
<p>Expand and build upon strong partnerships in health and well-being, including the Royal College of Psychiatrists in Wales, the Reading Agency, local health boards and the Wales Arts Health & Well-being Network.</p>	<p>Partnerships ongoing with Royal College etc, and new health & well-being partnerships are being explored.</p>	<p>Our project progress and evaluation reports and staff records.</p>
<p>Develop a strategic approach to national partnerships.</p>	<p>A partnership audit is underway, and aims to result in a clear tool which helps staff members prioritise potential partnerships, ensuring that we partner with organisations that will allow us to have the most impact and can clearly identify gaps.</p>	

Arts Council Wales 22/23 Targets

Goal: Climate Emergency: Deepening our relationship with artists, participants and audiences.

Targets for 31 March 2023	Current Progress	Method of data capture
<p>Deliver Llên mewn Lle, training Local Laureates to be leading literary facilitators.</p>	<p>Progress is underway to have 3 Facilitators working in their communities by September/October 2022.</p>	<p>Our project progress and evaluation reports and staff records.</p>
<p>Focus on establishing local projects and developing relationships with Inspiring Communities fund.</p>	<p>Planned for Summer 2022, we will rejig the criteria for Inspiring Communities Fund, supporting local event organisers to run events in an inclusive, sustainable and effective way.</p>	

Arts Council Wales 22/23 Targets

Operational Measure: HR

Targets for 31 March 2023	Current Progress	Method of data capture
Recruit 2 new directors for the Board.	Paused whilst CEO Recruitment is ongoing. Claire will discuss with Cathryn asap	HR records.
All staff and board members to receive Anti-racism and ableism training .	In planning stages	
CEO recruitment successfully delivered.	Ongoing	
Work to reduce staff commuting and encourage active travel, including the installation of electric car charging points at Tŷ Newydd.	Ongoing – Cycle to work scheme introduced. Environmental Officers exploring potential grants available to install electric charging points.	

Arts Council Wales 22/23 Targets

Additional Targets.

	Targets for 31 March 2023	Current Progress	Method of data capture
Fundraising	Develop a policy in relation to ethical fundraising (both incoming and outgoing).	This summer we will host a all-staff & trustees session to unpack issues of ethics in relation to how we raise and spend money. This will allow us to create our Ethical Fundraising policy and develop our response to the Cultural Contract.	Our project progress and evaluation reports and staff records.
Operational	Roll out new internal writer database , tracking self-described EO data alongside specialisms and future career goals to allow LW to better identify suitable opportunities for writers, using a personal approach to language.	A trial collection from the unsuccessful candidates for National Poet has been sent out, so far receiving 1 response.	