

#LLYF22
#WBOTY22



2022-2023

Organisational Report #13

Period covered: 1 April – 30 June 2022



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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** which detail the impact we hope to achieve, plus our **Learning Points**.

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 all 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 2022-25. 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 organisational report there will be an overview of key progress made/deadlines missed in the quarter.

Q1 Update from Joint Interim CEOs

Quarter 1 saw our Strategic Plan 2022-25 finally come into force, after months of preparing our programmes to achieve the goals set out in our new roadmap. Specifically, all of our work will now focus on Representation & Equality, the Climate Emergency and Health & Well-being, and work towards achieving a Wales where literature empowers, improves, and brightens lives. We entered this new period by saying goodbye to our long-standing CEO, Lleucu Siencyn, who has moved to be the Arts Council's new Arts Development Director. In the interim period until a new appointment is in place in the autumn, Deputy CEO Claire Furlong and Creative Lead Leusa Llewelyn have stepped up as Joint Interim CEOs.

The first quarter has brought a fresh start, an opportunity for a spring clean and to get organised. Several operational systems have been altered and rolled out, allowing us to deliver our projects more effectively, capture impact over the next three years, and to improve internal communication channels. We are therefore heading into the year working more efficiently than ever as this organisational report will show, working towards impactful targets and scrutinising learning points as we go.

This spring marked two years since the first COVID-19 lockdown, and a cautious return to some face-to-face activity, including the reopening of Tŷ Newydd. Our prestigious Poetry Masterclass with former National Poet of Wales Gillian Clarke and Poet Laureate Carol Ann Duffy in May sold out, and most of our courses are selling reasonably well. But more in alignment with our values and priorities as an organisation, we ran 6 strategic free-of-charge courses at Tŷ Newydd in quarter 1 to address under-representation within our sector and to create important partnerships. This signifies a new direction for Tŷ Newydd, and better aligns with the company values and priorities. The pandemic has taught us a lot and we are resolved to carry on the positive developments it necessitated, such as the importance of reaching audiences who cannot leave their homes through virtual platforms, and the need to focus our resources where they can have the most impact on society.

In June, we shared our excitement for our new strategy in our Poetry at the Senedd event in the company of the First Minister Mark Drakeford and the Deputy Minister for Arts and Sport Dawn Bowden, where staff members, directors and some of Wales' best writers shared the stage to creatively share our vision for the next three years.

Finally, several of our flagship programmes were in the spotlight this spring, with our new Representing Wales cohort starting on their year-long writer development scheme in April; the new National Poet of Wales was selected (to be announced on 6 July); our four nature and the environment commission projects for the year being announced; and the Wales Book of the Year shortlists revealed.

We are pleased to present this Organisation Report, confident that the Literature Wales team have pulled together during a difficult period to deliver outstanding work that moves us all towards our collective vision for literature in Wales.



Highlights

Activity

- **Scriptwriting Skills Retreat:** In partnership with Sherman Theatre we ran a retreat at Tŷ Newydd in June for emerging under-represented playwrights.
- **Plethu / Weave:** Two videos from our wonderful project with National Dance Company Wales have been released over the past few months: [Breathe Against the Hurricanes](#), written and performed by Patrick Jones, choreography and dance by Yvette C Halfhide; and [Streams](#), written by Jaffrin Khan and featuring Jodi Ann Nicholson as the artist, dancer, and film editor.
- A large-scale consultation process took place, with staff spending a total of **14 hours** speaking with writers, organisations and academics to develop the next round of **Representing Wales**, which will concentrate on developing underrepresented writers for children's literature.
- The first **Cymru Ni/ Our Wales** workshops were delivered in June as part of our project for the Welsh Government's Education Department aimed to address structural inequalities and platform diverse voices by artists clare e potter and Nia Morais.
- **Creative Conversations** continued in June with facilitator Siw Jones leading a Welsh language [conversation](#) on how to introduce teaching of cynganedd in schools.
- In May, Michael Sheen had breakfast with students at Tonyrefail Community School, as part of the **Do you Get me** project. You can read more about it [here](#).

Operational

- We said goodbye to **Lleucu Siencyn** in April, and are currently recruiting for a new CEO, whilst **Leusa Llewelyn & Claire Furlong** become interim CEOs.
- Staff completed a survey on work habits in May, to inform our **Sustainability Action Plan** and reduce our overall environmental impact.
- Literature Wales received the signed lottery delegation agreement documents from the **Arts Council of Wales** in June, and work starts to draw down payment for the 22/23 financial year.
- All staff received **Anti-fraud training** in May and Tŷ Newydd staff received **Fire Safety training** in June, delivered by **Môn Fire Management**
- Refurbishments continue at the Tŷ Newydd writing centre, such as replacing the bay window in **Ystafell Gillian**
- At the end of June, all staff have migrated to a **SharePoint system**, streamlining collaboration and communication between projects.
- **Literature Wales** launched [Writer's Fees research](#), in April, in partnership with **Aberystwyth University**.

Literature Wales' Strategic Plan 2022-2025



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

Literature Wales' new [Strategic plan](#) for 2022-2025



Successful **Writer Commissions #4** projects were [announced](#) in May, focusing on the theme of nature and the environment for well-being.

REPRESENTING WALES



In April, the next cohort of **Representing Wales** was [announced](#), and in May a series of free public events, as part of this project were [launched](#).



9 new writers were welcomed to Tŷ Newydd for the ['Stori i Bawb'](#) course.



An exhibition of work created by participants is showcased at [Galeri](#).



6 writers attended Tŷ Newydd as part of the **Sudoku Poem** project, as part of Ifor ap Glyn's last project as part of his tenure as **National Poet**.

Ymdeiriedolaeth Genedlaethol National Trust

In These Times

In these times of great uncertainty
2050 will have more plastic than fish in the sea
Humanity focused on deforestation and cutting down trees
We have to dream big and think smart

In these times of life below water and life on land
Let's protect the future, come take our hand
Plant blossoming trees from Snowdonia to Gower sands
And let's all make an impactful start

In these times where nature can be our friend
Exploring the hidden charm puts our souls on the mend
There are pockets of Welsh beauty I cannot comprehend
We need future generations to take part

In these times where connections to each other and outside is essential
And all across Wales, across generations there's a sea of potential
Where if we come together the impact on the climate can be influential
There's hopefulness that fills my heart

Connor Allen, Children's Laureate Wales 2021-23

This poem was inspired by pupils from Penyrthed Primary School

Children's Laureate, Connor Allen is commissioned by the **National Trust Cymru** ahead of [#BlossomWatch](#) day, in April.



11 under-represented playwrights attended Tŷ Newydd for a ['Scriptwriting skills retreat'](#) in partnership with **Sherman Theatre**.

DIHUNO'R DYCHMYG:
Barddoniaeth yn y Senedd

SINGING THE SUN IN FLIGHT:
Poetry at the Senedd

Staff attend the first in a four-year series **Singing the Sun in Flight: Poetry at the Senedd** events, in June.

Our Place in the Sector

All staff at Literature Wales are heavily involved in facilitating activity across the sector, whether through answering enquiries from writers or presenting at prestigious public events. In the last quarter, we've been thrilled to take part in in-person events again. We were well represented at Hay Festival where Leusa Llewelyn chaired an event with the editors of Welsh Plural, Claire Furlong met with colleagues from ACW, Wales Literature Exchange and, with Miriam Sautin, the Irish Children's Laureate and the scheme's administrators.

Ela and Leusa also visited the Urdd Eisteddfod and Claire took part in a Writing the Climate Event, organised by Literature Across Frontiers.

More widely, across the arts sector we have contributed to discussions in a range of fora, such as being part of the organising committee for *What Next? Cymru* to taking part in research on improving diversity within leadership positions with the other national companies.

Our staff have delivered 258.6 hours of sector support activity this quarter, 138.7 of which was staff supporting the sector, and 119.9 hours towards gaining knowledge from others, putting us on track to achieve our annual target

Singing the Sun in Flight: Poetry at the Senedd

On 14 June, we hosted the first in a series of eight events at the Senedd. This was a fantastic opportunity to share our strategy publicly as well as launch the wonderful *Maps & Rooms* anthology, created by members of our Representing Wales cohort. We were pleased to welcome Mark Drakeford and Dawn Bowden, who both spoke about the power of poetry in civic society, alongside many MSs and guests from across the arts in Wales. Staff from across the organisation attended the event, and had worthwhile conversations with a range of stakeholders, from writers to national bodies.

The event has led to a lot of follow up work with our partners, alongside plans for more engagement with Senedd members to reinforce our messages.

Office and Staff update

Following two successful recruitment campaigns in recent months, two new staff members have joined the Literature Wales team in June. **Lora Jukes-Hughes** joins our Tŷ Newydd office as Operations Support, helping with day-to-day running of the centre and its activities; and **Arddun Rhiannon Arwel** joins our Cardiff office as Communications Executive, supporting the Communications team with all aspects of our marketing and communications work, including sales of Tŷ Newydd courses.

Following this year's professional development review process, two members of staff have been promoted: **Branwen Llewelyn** is now our permanent Communications Lead and **Owen Wyn Jones** is Operations Executive.

With COVID-19 restrictions now lifted, some staff members are returning to working more frequently from the office, whilst still participating in a hybrid model. Core Tŷ Newydd staff are at the centre full-time whilst courses are underway, with Tŷ Newydd-based staff also working from Llanystumdwy one day per week. Most staff in Cardiff are attending the office at least once a week and reporting the positive benefits of doing so.

Over the coming months a comprehensive plan for post-pandemic working will be devised, in consultation with the staff.

Training with Lesley Rossiter

During the process of recruiting a new CEO, and as a result of feedback from the PDR process, we have engaged facilitator Lesley Rossiter to deliver a series of training and coaching sessions for the team.

We have offered 2 individual coaching sessions to each member of the SLT to help support them during the transition between CEOs.

In addition, Lesley will be leading sessions for the whole team designed to support better internal communication and set boundaries between project and line management.

The final session she will deliver will be a workshop, funded by Arts & Business Cymru, which helps us to put our values into practice and develop our "Pledge" for being an ethical organisation.

Tŷ Newydd Update

Highlights

During Quarter 1, Tŷ Newydd hosted various courses and strategic activity including our popular Poetry Masterclass led by former laureates Gillian Clarke and Carol Ann Duffy; a *Cynganeddu* course for women and non-binary poets in partnership with Barddas; and a day course on foraging and writing about nature.

We welcomed a new staff member in June. Lora Jukes-Hughes joins the Literature Wales team as our Tŷ Newydd Operations Support. Lora has settled in well and is already contributing to all aspects of the centre's work.

A new gardener was contracted to maintain and upkeep the site's lawns and pathways. After three visits, the site is looking at its best, and ready to welcome guests for our summer courses.

The main artistic highlights at Tŷ Newydd were our two strategic courses: **Stori i Bawb**, a course in partnership with the Books Council of Wales for 9 Welsh-language underrepresented writers, aimed to create diverse and representative stories and characters for children and young people, and our **Scriptwriting Skills Retreat** in partnership with Sherman Theatre which welcomed 12 under-represented scriptwriters from Wales to spend a week-long residential course with tutors Branwen Davies and Alice Eklund. We also welcomed the National Poet of Wales, Ifor ap Glyn, as he ran the last project as part of his tenure - the **Sudoku Poems** project, which brought together 6 poets writing in several different languages to translate each other's poetry and explore language. Two weekends were also offered to **Cwmni'r Frân Wen** and the **Eisteddfod Genedlaethol** to provide space for creative thinking on two collaborative projects they are running over the summer.

Headlines

- During Quarter 1, Tŷ Newydd hosted a total of 12 courses and retreats, consisting of **one** digital course, **two** day courses, **five** residential courses and **four** retreats at Nant Writers' Retreat (one of which was for a period of 6 weeks).
- A total of **64** writers participated in our courses and retreats this quarter.
- **96%** of participants agreed that the courses helped their development as a writer, and **93%** said that they are likely to book a course or retreat at Tŷ Newydd in the future.*

**based on 30 participants returning a feedback form*



Upcoming Activity

Throughout quarter 2: 11 open courses at Tŷ Newydd including courses on working class voices, nature, and writing to heal.

Throughout July: Our Welsh Government Education Project looking at diversity and inclusion, Cymru Ni, to be delivered through school workshops.

6 July: Announcing Hanan Issa as National Poet of Wales 2022-25.

11-15 July: Representing Wales week, including announcement of 2022 Mentors, and soft launch for Representing Wales 3.

13 July: The final Do You Get Me event at Tonyrefail Community School following a year-long writer residency.

14 July: Creative Conversation in partnership with the Reader Organisation on reading for well-being.

18-21 July: Announcing the Welsh-language Book of the Year Winners on BBC Radio Cymru's Stiwdio.

29 July: Announcing the English-language Wales Book of the Year Winners on BBC Radio Wales, The Arts Show.

30 July – 6 August: Literature Wales events at the Eisteddfod.

August 16 (tbc): Representing Wales 3 opens for applications.

Comms Highlights

- The [Strategic Plan](#) for 2022-2025 was launched in May, accompanied by a [video introduction](#), [online highlights](#), a [highlights PDF](#) and [three video poems](#), to increase readership and engagement.
- The Literature Wales website underwent a restructure, to create better pathways for users. New sections such '[I am a Teacher](#)' were added, to better showcase our activity and support to the education sector.
- Marking two years since the coronavirus impacted our lives, National Poet, **Ifor ap Glyn** was commissioned to commemorate this moment of reflection. His poem was shared by First Minister Mark Drakeford, which you can watch [here](#).
- The new cohort of [Representing Wales](#) was announced in April, followed by the launch of [free public sessions](#) in May.
- The **Wales Book of the Year Award Shortlist** was announced – the [Welsh-language list](#) on BBC Radio Cymru's Stiwdio, and [English-language list](#) on BBC Radio Wales Drive.

Highlight: Health and Well-being goal

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 increasing high levels of social isolation and loneliness, and can contribute to improving the lives of people in Wales, helping us to work towards a healthier Wales and support Covid recovery.

Activity Highlights

Children's Laureate

In May, Children's Laureate [Connor Allen](#) was commissioned by the [Royal College of Psychiatrists](#) to run a series of poetry workshops on the topic of **mental health and technology**, based on the Royal College of Psychiatrists young people's debate summit.

Two schools took part during mental health awareness week, and Connor is now working on a **high-profile video poem**, to showcase the poetry created in these creative sessions.

Newport Mind: [Piece by Piece](#)

Offers mental health support to young people and families who have recently experienced a trauma.

Within quarter one: **2 sessions** ran in April at Pil Millennium Community Centre, with **4 attendances**.

A **2 day project** is being planned for the end of July to build on a creative output from participants.

Creative support continues to be developed, as artists recently ran **2 taster sessions** for **5 potential participants**.

Ar y Dibyn

Is a project that offers creative workshops for individuals affected by addiction, promoting participants' self esteem.

In May, an exhibition of work was held in Galeri, Caernarfon to a total of **87 attendances**. Theatr Genedlaethol Cymru leads this project in partnership with Literature Wales

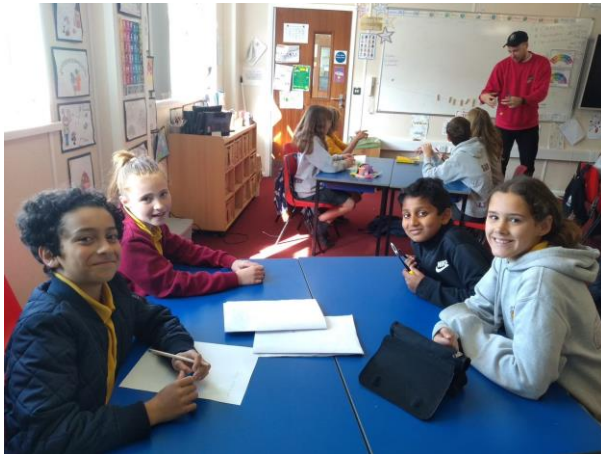
Following a teaser podcast in September, **two further podcasts** were released in May and June. You can listen to these [here](#).

Highlight: Health and Well-being goal

Health and Well-being Learning Points

- Although the pandemic has allowed us to successfully adjust our provision to a digital platform on the most part, this has not been as successful for vulnerable participants. Extra barriers have included greater feelings of anxiety and isolation as well as lack of access to safe spaces and technology. Develop a partnership development tracking process
- Activity for Newport Mind has particularly suffered due to the number of staff changes within the partner organisations. Factors like this will be considered when developing the partnership development tracking process
- Wellbeing for staff has been a consideration within Health and Well-being projects, with Ar y Dibyn providing free counselling sessions to staff and artists. However, perhaps a range of counsellors should be offered, as some staff mentioned they did not take this offer up, due to having a professional relationship with the counsellor.

“It was really fun amazing! I used to think poetry had to rhyme to make sense, but I realised it doesn’t have to.” -Pupil



Children’s Laureate, Connor Allen running poetry workshops with pupils at Radyr Primary School, 2022

In April 2022 to June 2022, there have been:

254

Participants and audience members

Over

7

Sessions

2

Taster sessions

2

Exhibition Events

2

Podcasts released

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. The community based project Lit in Place / Llên mewn Lle is in progress, to focus on hyper local communities. Conversations have also started with Tŷ Cerdd and Mymuna Soleman from the Somali Dance partnership .	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, covering a variety of themes. For example, in September former Bardd Plant Cymru, Casia Wiliam and present Bardd Plant Cymru, Casi Wyn will host a session on how to deliver creative writing workshops for children in the Welsh language.	
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 started in June with clare e potter and Nia Morais attending 3 schools, running 4 sessions on Positive Social Change. The Race and Identity workshops, ran by Izzy Rabey (Welsh language) Connor Allen and Duke Al Durham (English language) start in July. We are currently on track to spend £19,870 on writers of colour. £1,200 will now go towards creating resources with the English and History leads from the South Central Consortium, as both academic writers originally approached do not have capacity.	

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 outs are provided with a dyslexia friendly application form. We also accept audio and video applications in our high profile opportunities, such as National Poet. Work continues to review and adapt current provisions, such as our resources.	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.	Staff completed a consultation process for the next round of Representing Wales, spending a total of 14 hours , speaking to writers, organisations and academics. Staff are working on a new timeline and hope to launch much earlier than last year. After internal consultation, we will now support 13 writers intensely. As we are opening up to a wider range of under-represented characteristics, ensuring we have enough budget for accessibility needs.	
Through Representing Wales , engage with approximately 300 individuals within the wider programme.	3 sessions open to the public have been published. 1 has taken place already with live captioning and 2 others will be held over the summer . Three more sessions will be announced in September. So far these open sessions have attracted 75 participants .	
Monitor the evolution of the programme and long term impact , including engagement with existing cohorts.	We continue to receive post-mentoring surveys from the RW #1 cohort through the after-care programme. Each writer will receive 2 additional mentoring sessions in the coming year. Certain members of RW#1 will be approached when we relaunch the longitudinal survey in April 2023 at which point formal check-in sessions will also take place with 3-4 members.	

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 Tŷ Newydd in partnership with the Books Council . Literature Wales also supported Firefly press opening a competition to find new voices in children's literature, with winners invited to a course of the choice at Tŷ Newydd in 2023.	
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. Our Children’s Laureates recently performed at the Hay festival in a Spoken Word showcase, in partnership with the Gaelic Children’s Laureate . Literature Wales also created a learning partnership with the Scottish Books Trust after consulting with them on the development of Representing Wales 3.	

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>Staff are currently in talks with Mental Health Foundation to run a Creative Conversation in October as part of the Green Ribbon Festival. Our Children’s Laureate, Connor Allen, recently worked in partnership with the Royal College of Psychiatrists to explore mental health and technology in mental health week, and activity starts for Writer Commissions 4 project “Writing Tree” supporting new mothers in partnership with Aneurin Bevan University Health Board’s perinatal service.</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 October/November 2022. The start of this project has been delayed by a month or so to better fit in with the partners capacity. We are currently working on a partnership agreement with WWF as the official partner.</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 develop the criteria for Inspiring Communities Fund, supporting local event organisers to run events in an inclusive, sustainable and effective way. Work has started training the new Operations Support, to provide additional staff capacity.</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.	A timeline has been agreed to recruit 2 new board members by October 2022 and 2 additional board members by March 2023 .	HR records.
All staff and board members to receive Anti-racism and ableism training .	In planning stages, we are currently struggling to find a provider who can offer this bilingually.	
CEO recruitment successfully delivered.	Ongoing – The application deadline has now passed. Initial interviews will take place with staff on Tuesday 12th of July , with formal interviews taking place on Wednesday 13th of July .	
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, with 2 members of staff taking this up. Currently, no grants are open for installing electric charging points, however the Environmental Officers continue to review this.	

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).	On the 24th of August , we will host a all-staff & trustees session, funded by the Arts and Business Cymru Prosper scheme , 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 was sent out, so far receiving 2 responses. An all staff training session will be held in July, and staff will collate a list of active facilitators in order to create a larger response.	

Operational Targets

Highlights from Quarter 1

	Targets for March 2023	Current Progress	Method of data capture
Partnerships, Consultation & Legacy	Develop detailed action plan for building relationships with school sector pan-Wales, focusing on secondary education.	<ul style="list-style-type: none"> We are currently collecting data from our Government educational project (Cymru Ni/ Our Wales), working with facilitators in secondary schools. A Blue-Sky thinking meeting took place with all Literature Wales staff who work on educational projects to inform planning. Sector facilitation meetings have taken place with English and History advisors for the South Central Consortium. 	Our project progress and evaluation reports and staff records.
Partnerships, Consultation & Legacy	3 projects delivered with national bodies annually	<p>This goal has been exceeded.</p> <ul style="list-style-type: none"> Natur a Ni poets-in-residence launched in partnership with National Resources Wales. Nature and Well-being commissions launched with National Resources Wales Stori I Bawb course ran in Ty Newydd (April 2022) with Books council of Wales An educational project, with Alex Wharton, is currently co-running with Cadw Bardd Plant Cymru project is run in partnership with S4C, BCoW, WG and Yr Urdd. Ty Newydd strategic retreats include Cwrs Olwen run in partnership with Eisteddfod, yr Urdd and a Scriptwriting retreat with the Sherman Theatre <p>Future activity includes;</p> <ul style="list-style-type: none"> Lyrical Landscapes with National Trust (September 2022) Lit in Place, in partnership with WWF 	

Operational Targets

Highlights from Quarter 1

	Targets for March 2023	Current Progress	Method of data capture
Finance	<ul style="list-style-type: none"> • Successful rollout of redevelopment budget templates for us in forecasting • Cloud based accounting software rolled out 	<ul style="list-style-type: none"> • All staff received finance training on 14th March 2022, and all budgets were forecasted and rolled out before April 1st. The first round of reforecasting starts the 4th of July. • We successfully switched to QuickBooks in March 2022. 	Our project progress and evaluation reports and staff records.
Communications	Press & Media: Secure coverage by at least 3 Tier 1 press & media and at least 6 Tier 2	During Q1, 1 tier 1 and 8 tier 2 were secured. (3 x BBC Radio Cymru, 1 x S4C, 3 x Golwg, 1 x Cymru Fyw, 1 x Nation.Cymru). Future coverage is expected with the announcement of the new National Poet.	

Operational Targets

Missed Targets

	Targets for 31 March 2023	Current Progress	Method of data capture
EDI	Accessible Comms: All external documents shared will be available in large print and easy-to-read formats.	This is true for all new call outs, however a review is needed of our documents across the organisation, such as the Resources page for writers. We welcomed a new staff member at the end of June, who will work with comms to achieve this.	Our project progress and evaluation reports and staff records.
Sustainability	Staff engagement: 4 days of environmental volunteering leave taken by all staff	The proposal for the environmental volunteering leave is being written, however initial informal conversations with staff have been positive.	

Equality, Diversity & Inclusion Progress

We started quarter one by refreshing our EDI policy, for submission to ACW. We took the decision to change this report from one with a handful of specific SMART goals to one that set out a vision for the culture we create, and how that would manifest across all aspects of our work. We still have lots of SMART goals in relation to EDI but they are now embedded across activity and operational actions plans, rather than being separate. We feel this will support the team to consider EDI actions in all planning, rather than see it as something separate.

This quarter we trialled BSL & Live Captioning for the first time in our Creative Conversations project. We are consistently looking for ways to make our events more accessible and welcoming to all. One challenge is the need to book for captioners and interpreters several weeks in advance, before we complete our collection of access requirements. Therefore, quite often the interpreters are present but not needed, leading to expenditure that could have been avoided. We will continue to research good practice for access, create lists of interpreters that might be available with less notice, and trial new ways of making our events accessible to all.

Learning Points

This quarter we've been preparing for the announcement of our new National Poet, Hanan Issa. We were very keen to learn from previous announcements of high-profile appointments of people of colour in the arts sector (such as Andrew Ogun's role as ACW Changemaker) and make sure we are as prepared as possible for any negative feedback, and its affect on Hanan.

We have taken time to discuss all communication narratives with her, and offer a package of safeguarding measures around the role, including paying a small fee for an external mentor, Inua Ellams. The full team are fully briefed on our social media policy and have arranged regular check-ins with Hanan in the immediate aftermath of the launch to check in.

We are hoping that many of these preparations prove to be unnecessary but we are keen to develop our processes when supporting writers, particularly those from under-represented backgrounds, who are thrust into the public eye.

Equality, Diversity & Inclusion Progress

Action has also been taken on our Writer Commissions programme, now in round 4 in partnership with NRW. These include **Write Back/ Grym Geiriau** offering a two day trilingual (Welsh, English and BSL) retreat where young people who identify as Disabled/Deaf/chronically ill will come together to explore their experiences and relationships with nature; and **The Long View** which will engage women of colour and combine physically visiting nature spaces in Cardiff and the surrounding areas, with creative writing workshop activities and storytelling to create a sense of belonging for participants and to claim space in their environment

Two residential courses at Tŷ Newydd, **Books for All** and **Stori i Bawb**, offered a total of 16 free of charge spaces for writers of colour and underrepresented writers to develop their skills in writing for children and young people, which will be followed by one-to-one mentoring opportunities to ensure that some of these writers aim towards publication.



The Stori i Bawb cohort, Tŷ Newydd, 2022

Sustainability Action Plan Report

Quarter 1 Progress

Introduction

Our new strategic plan includes a comprehensive Sustainability Action Plan, detailing actions big and small that Literature Wales will take this year on our journey to becoming more sustainable in our activity and operations.

Travel & Transport

The Sustainability Action Plan has set the goal of reducing staff travel and mileage figures by 40% from 2019-2020 figures. In 2019-2020 a total of £11,456.39 was spent on travel, including £5,076.83 spent on total mileage and fuel costs. Due to the move to working from home and holding meetings online, travel has decreased significantly since then. Travel costs for 2021-2022 were £952 and travel costs for 2022-2023 have been forecast at £979. This is around 80% lower than the £5,076.83 spent in 2019-2020.

Paper, Printing & Stationery

Currently we are not using recycled paper in the Cardiff office. This was used previously but would lead to printer jams and increased callouts to the printer company (and therefore increased carbon emissions). No paper has been bought for the Cardiff office since before March 2020 – 2 boxes were purchased before this time and only one has been used since. During the previous financial year, the Cardiff office has printed 1,986 pages (1,625 Black & White; 361 colour). For the first quarter of this financial year the Cardiff office has printed 622 pages (603 Black & White and 19 Colour). A new ream of recycled paper has been purchased for the Tŷ Newydd copier. For this financial year to date, the Tŷ Newydd office has printed 1,255 pages (827 Black & White; 428 colour).

The Cardiff office's contract with the printer company will be ending soon. Due to the significant decrease in printing the intention is to replace with a smaller printer, pending suitable quotes from service providers. This will be more energy efficient and will also take up less space in the office. Tŷ Newydd have already made this move in June 2022.

The only stationery and office supplies purchased for either office during Q1 was bubble wrap for the Cardiff Office – this was bought from a local supplier in bulk (to reduce future deliveries) and is 100% recyclable. For 2022-23 we are forecast to spend £488 on stationery.

Our move to Cloud Storage

In June, Literature Wales moved to Cloud-based storage – streamlining our filing systems and reducing the amount of storage used.

The move is in its early days, and over the next few months (as documents are archived and access to our server is reduced and dissolved) we should see a dramatic decrease in the GBs of storage we use. Prior to the move, our P: Drive (server) used 871GB of storage.

Staff have received in-house training and guidance on how to consciously de-clutter our filing systems and reminded to be conscious that each email, document and folder has a carbon footprint.

Tŷ Newydd - Building & Grounds

After Literature Wales was recently onto a **Green Digital Academy** with Grŵp Llandrillo Menai, we have now received the report back from the consultant, which outlines potential ways which the business could reduce its carbon footprint and progress towards a **Zero Net** status.

Initial assessments suggest that alternative heating (i.e ground source heating) would not be suitable or efficient at Tŷ Newydd due to the nature of the site. However, there are other ways which we could be viable options to reduce our carbon emissions. Further assessments will be taken in the coming months and updated on in due course.

Learning Points Organisational & Operational

Project Induction/Hand-overs

This might seem like a very simple point but this quarter we have had two new staff members start, as well as reallocation of tasks on certain core projects, and the time taken to hand these over has been under-estimated. SLT are now aware and will make sure line-managers better understand the time-commitment for inducting new staff, when planning recruitment timelines, and also ensure that projects do not get moved from one person to another too often.

Tŷ Newydd finances

Two years of closure has seen some procedures slip, mainly our requirement on course participants to pay their full course balance 6 weeks before the start date to avoid late cancellations and missed income. The procedure needs coordination of tasks that sit with more than one staff member, and a new system needs to be created and adhered to in order to bring us back on track with our own 6 weeks policy to maximise income.

Communications Scheduling

Whilst it's been fantastic to have lots of exciting programmes to announce this year, we've learnt that we need to be better at planning at an organisation wide level to ensure that we're not scheduling too many high-profile announcements too close, and diluting their impact (plus causing stress for the team). Individual project managers are not always aware of how their project slots into the wider work, so Claire is working to develop a simple system to keep track of this, without drowning people in admin.

Working with Schools

This quarter we've got underway with our major school's workshop project, Cymru Ni, supported by Welsh Government. Partly due to the time of year but also because the project is taking place in secondary schools, it was harder than anticipated to get schools to sign up for the free workshops. The workshops are now all booked but we have learnt valuable lessons on how best to communicate with schools, and the vital roles the regional consortia play in promoting opportunities to schools which we will implement in future.

Learning Points: Activity

Activity	Learning Points 1 April– 30 June 2022	Future Actions / Recommendations
Cymru Ni Our Wales	Our target to engage with 24 schools to deliver our Cymru Ni Our Wales Welsh Government funded workshops by the end of the academic year were not met due to slow uptake by the schools.	<ul style="list-style-type: none"> - To develop a more bespoke and appealing marketing plan to engage with schools - To include consultation with literature teachers in the development work of creating a new education strategy for Literature Wales
Literature Wales’ Writer Commissions #4	Four projects were awarded a commission in March 2022 following a highly competitive application process, but all of the projects have been delayed to a September start due to a range of reasons.	<ul style="list-style-type: none"> - To include more detail in call-out copy, including terms and conditions on delivery timetable - To set stricter requirements in commission contracts in the future, including the need for delivery timelines
Representing Wales and National Poet Wales	Open call-outs for opportunities have been a positive change in recent times, but it comes with its challenges – specifically in its potential to anger, disappoint or alienate writers when they are unsuccessful for opportunities.	<ul style="list-style-type: none"> - Build on work started already to thoroughly plan our ‘rejections’ process, to ensure that we are thorough, fair, considerate and transparent in our feedback, and that we work collectively as a creative team to line-up other opportunities that suit good candidates - Continue to develop the internal and external writer directories to offer relevant opportunities to writers
Tŷ Newydd Courses	Some courses had to be cancelled or postponed due to low booking figures. The two year hiatus for Tŷ Newydd will require additional marketing to regain audiences, and to attract new writers.	<ul style="list-style-type: none"> - More focus on sales to sit with the central comms team - During programme planning, milestones for marketing to be put in calendar to coincide with marketing plan