



2022-2023
Organisational Report #14
Period covered: 1 July – 30 September 2022



Llenyddiaeth
Cymru
Literature
Wales

Contents

Updates, Highlights & Insights

Update from Artistic & Executive Director	3
Q1 Highlights	4
Our place in the sector	7
Tŷ Newydd Update	8

Our Impact:

In Focus: Our Welsh Language Goal	9
-----------------------------------	---

Progress against Targets

Arts Council Wales 2022-23	11
Operational Targets	18

Equality, Diversity & Inclusion 20

Policy highlights and updates 21

Learning Points

Organisational & Operational	22
Activity	23

An explanation of this report

This report is an amalgamation of the **Arts Council of Wales Funding Requirements** proforma and **our internal reporting requirements** which detail the impact we hope to achieve.

The Arts Council of 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. Each report also includes an overview of our **Learning Points** from the period in question.

Attached to our strategic plan are many operational action plans; Fundraising, HR, Partnerships & Legacy, Sustainability, Finance, EDI and Communications. Within these are SMART goals for each year. We measure our progress against these quarterly, and in each organisational report we will include an overview of key progress made/deadlines missed in the quarter.

Update from Artistic & Executive Director

Following a three month recruitment process, it was announced in September that we (Claire Furlong and Leusa Llewelyn) had been [appointed as co-CEOs](#) for Literature Wales, taking on the roles of Executive Director and Artistic Director respectively. This signifies a new, more democratic system of working at Literature Wales. It reduces hierarchy within the small organisation, with each CEO focusing and specialising on different aspects of Literature Wales' strategic work. The internal appointment will allow room for other members of staff to progress within their roles, with some opportunities for promotion: one internal job opportunity is currently being advertised for a new Creative Manager. In our first week in post, a staff Away Day was held for the whole team at Tŷ Newydd where we collectively focused on creative planning around the delivery of our new Strategic Plan 2022-25. This was a notable event that saw nearly all staff meeting face-to-face as a group for the first time since the pandemic.

We shared the CEO role on an interim basis while the recruitment process was ongoing. During this time, we enjoyed a busy summer, attending stakeholder's events at the Eisteddfod in Tregaron, meeting Phil George - Chair of the Arts Council of Wales, taking part in the Hay Festival's International Fellowship appointment panel, chairing the What Next cultural forum and the National Companies meeting, visiting important partners in Aberystwyth and more. Highlights of the summer included declaring the Wales Book of the Year Awards on BBC Radio Cymru and BBC Radio Wales, announcing Hanan Issa as our new National Poet of Wales, and holding an Open Day at Tŷ Newydd to welcome the local community and visitors and to tell them about our work.

Behind the scenes, important preparation work has been underway for some of our core projects, with the opening of the application window for Representing Wales 3, which will focus in 2023-24 on diverse writing for children and young people; and the processing of applications for our pilot literature and climate emergency project, Lit in Place, run in partnership with WWF Cymru. Both projects will focus on intensely developing writers and facilitators, and the latter on working locally in communities to address societal and environmental issues through literature.

As new CEOs, we look forward to putting our new plans into action, to continue to realise our vision of a Wales where literature empowers, improves and brightens lives.

Claire Furlong, Executive Director

Leusa Llewelyn, Artistic Director



Highlights

Activity

- **Wales Book of the Year 2022** reached its pinnacle this quarter with [Mori](#) by Ffion Dafis taking the Overall Welsh-language Award, and [The Fortune Men](#) by Nadifa Mohamed being named as the English-language winner.
- In July, **Cymru Ni** workshops continued with artists **clare e potter**, **Nia Morais** and **Izzy Rabey**, discussing themes of race and identity with secondary school students.
- We enjoyed a week-long **campaign of news relating to Representing Wales**, which started with a celebration of the successes of the [first year](#) cohort, followed by the [mentor announcement](#) for the second cohort, and finishing with the opening for the [third round](#), which will centre on developing a wider pool of under-represented writers in children and young people's literature.
- **Eloise Williams** held the final assembly with Tonyrefail Community School, as part of the **Do You Get Me?** writer-in-residence year-long project.
- **Creative Conversations** continued with a session on Shared Reading for well-being with **Ellie Carr** from the Reader Organisation and a further three sessions have been [announced for the autumn](#).
- **Bardd Plant Cymru's Casi Wyn**, in partnership with **Cyngor Ceredigion Council**, performed with Year 8 students on the Pabell Lân stage at the opening of the **National Eisteddfod's** literary programme.
- In August, a closed call out to facilitators opened for our new climate emergency project, **Lit in Place**, with the panel meeting in September to select the projects.
- **Transport for Wales** held two workshops exploring the culture of Taff's Well.
- **National Poet, Hanan Issa** released ['Hold You'](#), a poem commissioned to mark World Alzheimer's day.

Operations

- Staff enjoyed a session with HR specialist **Lesley Rossiter** in August to develop effective communication in the team.
- The team met **Lesley Rossiter** again to discuss our **fundraising values, ethics and delivery principles**. From this, an **internal process** is being created to consider and accept funds for future projects.
- In September, staff enjoyed a **creative planning day** at Tŷ Newydd, to discuss our creative vision for Literature Wales.
- **Claire Furlong** and **Leusa Llewelyn's** appointment as joint CEOs was [announced](#).
- A [passing the baton](#) ceremony between the former **National Poet of Wales**, Ifor ap Glyn and the new post-holder, Hanan Issa, was held at the Tŷ Newydd open day.
- Our **Welsh language plan** was updated and shared with the **Arts Council of Wales**.
- An **internal recruitment** was announced for a new **Creative Manager** role, based at Tŷ Newydd
- We announced the **change in HQ** from Cardiff to Tŷ Newydd



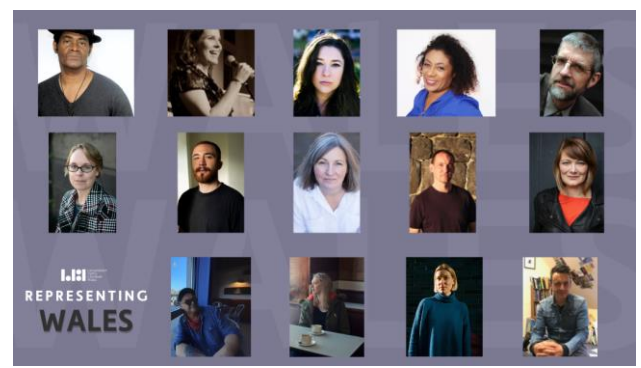
Ifor ap Glyn and Hanan Issa at Tŷ Newydd Writing Centre



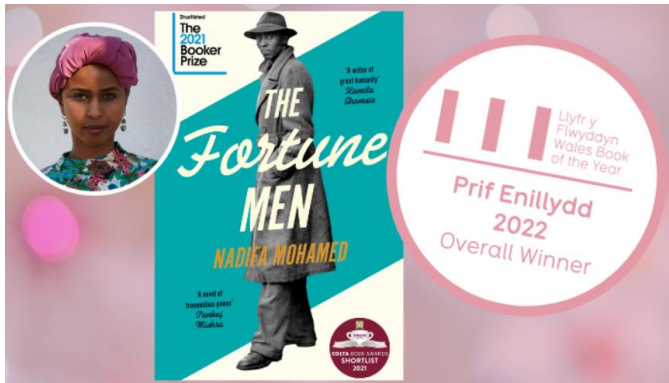
Hanan Issa announced as the new **National Poet of Wales** gaining excellent coverage both in Wales and further afield



Tŷ Newydd welcomes the 'Tales of the Unexpected' course, tutored by Tyler Keevil and Kath Stansfield.



A week of **Representing Wales**: Representing Wales 2 mentors are announced, followed by the launch of Representing Wales 3



Nadifa Mohamed's *The Fortune Men* announced as the **2022 English Language Wales Book of the Year**

The Gardener
I'll take cover, watch
the rain pass. *(the smell
of water on the summer grass)*
This is my boundary, my place.
Within the old stone, cold
stone walls.
I am the Gardener.

In partnership with Cadw, Alex Wharton remembers John Ystumllyn, with Welsh translation from Iestyn Tyne.



Applications open for a fully funded space to 'Writing, Climate and the Living World' in partnership with Black Mountain College.



Eloise Williams holds final assembly at Tonyrefail Community School, as part of the Do You Get Me? Project.



Claire Furlong and Leusa Llewelyn announced as joint Chief Executives for Literature Wales.



The Literature Wales team gathered at Tŷ Newydd for an Away Day

Project Spotlight: National Poet of Wales

Hanan Issa was announced as the new National Poet of Wales on 6 July. Her appointment was met with enthusiastic acclaim publicly, with her own tweet announcing the appointment attracting **3876 likes**, and **587 retweets**.

She was interviewed by *The Guardian*, *Poetry News*, *ITV Wales*, *The Bookseller*, *The Western Mail*, *Radio Wales* and *Barddas* to name but a few.

She has achieved an incredible amount of work in just three months, including:

- Published her poem, [Global Warming](#) on the energy crisis
- Published a poem for World Alzheimer's Day, [Hold You](#)
- Wrote and performed a poem to open the Arts Council of Wales' Imagining our Futures conference, titled [The ABCD's of Equal Opportunities](#)
- Taken part in two events with Ifor ap Glyn, the previous National Poet in Caernarfon, and Tŷ Newydd, signifying the end of Ifor's tenure and the beginning of her own
- Being appointed the Hay Festival's International Fellow, visiting Spain for Hay Festival Segovia 2022
- Being selected as one of Wales Cost Path's 10 poets, taking part in a national event celebrating the 10th anniversary of opening the path
- Being featured in the *Western Mail*, on the cover of Week End supplement with headline "A poet for our times"
- Taking part in BBC Radio 4's *Front Row* and *Women's Hour* programmes



Our new National Poet of Wales, Hanan Issa, 2022
Photo Credit: Camera Sioned / Literature Wales

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, highlights include:

- Claire and Leusa working with partners across the sector, such as Books Council of Wales – beginning to map each organisation’s unique role and define areas for collaboration.
- Marvin has been working with DARPL (Diverse and Anti-Racist Professional Learning) programme for teachers and delivered a session on how teachers across Wales can teach *Of Mice and Men* appropriately at GCSE level.
- Leusa supported a new course provider, Black Mountains College, to devise and deliver a creative writing course. We also ensured there was a bursary available for a writer from an under-represented background to attend.

Our staff have delivered over 300 hours of sector support activity this quarter, meaning we have already exceeded our annual target.

Eisteddfod

Several staff members attended the National Eisteddfod at Tregaron, attending partners’ events, meeting with stakeholders, and enjoying the cultural programme of events.

Literature Wales worked with the Eisteddfod to organise specific events that aligned with our priorities, and celebrated some of our core projects, including:

- A performance of new literature and music work created on a LGBTQA+ writers retreat at Tŷ Newydd
- An interview with Ffion Dafis, Wales Book of the Year Winner
- An opening ceremony at the Pabell Lên featuring Bardd Plant Cymru, Casi Wyn, with a group of schoolchildren
- An event on Byw Nawr, our poetry residency project at the palliative care unit in Aberystwyth.

Tŷ Newydd Update

Highlights

During this quarter, 11 open courses were held at Tŷ Newydd, including a cynganeddu weekend in partnership with Barddas, a retreat about poetry and the planet, a children's writing and illustration course, and a course looking at writing to heal. We welcomed 22 tutors and 7 guest readers, including *Sunday Times* best-selling crime writer **Clare Mackintosh**.

A strategic course was held in June in partnership with Sherman Theatre, where 12 playwrights from underrepresented backgrounds came together to work with **Branwen Davies** and **Alice Eklund** for a week on new pieces of theatre. The writers on the course were awarded free-of-charge spaces following an open call-out process.

In June, our Represent Wales #2 cohort visited Tŷ Newydd for a weekend Masterclass tutored by **Cathy Rentzenbrink**. The cohort met face to face for the first time and enjoyed learning more about non-fiction writing.

Another strategic course saw us working in partnership with the National Eisteddfod to bring a group of emerging LGBTQA+ writers together for a retreat with **Arwel Gruffydd**. The work produced on the retreat was later performed at the Eisteddfod in Tregaron.

In September, the whole team of Literature Wales came together at Tŷ Newydd for a creative away day, the first group face to face meeting since before COVID-19. We also held our annual Open Day (as part of CADW's Open Doors Festival featuring an event celebrating the end of **Ifor ap Glyn**'s period as National Poet of Wales and passing the baton to **Hanan Issa**).

Headlines

11 open courses held during this quarter

10 retreats at Nant (varying from 3-night stays to 6 weeks)

1 school visit

173 participants attended a course or a retreat at Tŷ Newydd

94% of participants said that they benefited from their course or retreat at Tŷ Newydd

A total of £22,000 paid in writers' fees during the reporting period, to 29 writers

Nant Writers' Retreat Cottage was booked for 114 nights during this reporting period – 95% capacity – with only 6 empty single days (sandwiched between bookings, ensuring adequate time for cleaning and turnover)

Goal Highlight: Welsh Language

Since **April 2020**, we have..

- Run **281** sessions involving the Welsh language
- Reaching **78,821** individuals

The Welsh language belongs to each of us and 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. A truly central part of our mission is to work towards a Wales where the Welsh language thrives, and literature represents our diverse voices.

Activity: Bardd Plant Cymru

Bardd Plant Cymru Casi Wyn, took part in 2 activities at the **National Eisteddfod**.

1. Casi took part in a discussion organised by Barddas, alongside Grug Muse and Cathryn Channel-White, on poetry and feminism.
2. In partnership with Cyngor Ceredigion Council, Casi worked with Year 8 pupils to write and compose a song, which was performed at the Pabell Lân during the official opening of the the Eisteddfod's literary programme.

During her first year, Casi has:

- Commissioned **5** poems, which you can read [here](#).
- Spent **5** days supporting the Welsh Government **Siarter Iaith** initiatives
- Worked with **432** participants across Wales.



Grug Muse, Cathryn Charnell-White and
Casi Wyn



Casi Wyn with Year 8 students

Goal Highlight: Welsh Language

Activity: Inspiring Communities Fund

In this quarter we have supported:

- 7 Welsh language sessions
- 2 of which were festivals for children and young people

Since **April 2022**, we have supported:

- 31 Welsh language sessions
- And 7 bilingual sessions

Work continues to develop stronger marketing and signposting to Welsh language artists.

“It was a very rewarding session for pupils to meet a writer and to inspire pupils to become interested in reading and literature.”

- Inspiring Communities Fund Grant recipient

Wales Book of the Year

This year, Wales Book of the Year, celebrated literature over 4 categories: Poetry, Fiction, Creative Non-fiction and Children & Young People. You can read more about the awards [here](#).

- The awards sought coverage from a range of outlets, including **Prynhawn Da**, **Radio Cymru** and **Golwg360**.
- 8 Welsh language events related to WBOTY 2023 took place at the **Eisteddfod Genedlaethol** with winners, judges, partners and shortlisted writers.
- Since the announcement, the overall Welsh language winner, *Mori* by Ffion Dafis, saw a boost of **30%** in sales after the announcement
- Votes for the **Wales Arts Review People’s Choice Award** increased by **59.48%** on the previous year, gathering international attention.

Operationally

This quarter we have:

- Developed a new **Welsh Language Development plan**, which has been approved by the Office of the Welsh Language Commissioner
- Required all new projects to have a **Welsh language consideration**, where appropriate.
- Met as a team to define what we mean and expect as a **bilingual organisation**
- Developed new **e-mail signatures** for Welsh learners to easily identify themselves as such, and created a new **internal channel**, to encourage staff learners to converse in Welsh.
- Adapted Representing Wales (3) English language **application form** to gauge appetite for learning Welsh as part of the programme.
- Continued **support to staff** learning Welsh, with Marvin starting an online course in September.



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	Progress year to date	Method of data capture
<p>Develop partnerships with at least 3 community groups working with specific groups currently under-represented in Wales' Literary Culture.</p>	<p>Ongoing. 3 Facilitators have been chosen to focus on hyper local communities within the Lit in Place / Llên mewn Lle project, working with a Welsh language community, individuals who suffer from brain trauma and people of colour. Conversations continue with Tŷ Cerdd. Activity has been planned with the Somali Dance Partnership over winter 2022.</p>	<p>Our project progress and evaluation reports</p>
<p>Increase guidance available for our Inspiring Communities Fund programme, supporting literary event organisers across Wales to deliver inclusive and accessible events.</p>	<p>Originally due to be updated in summer 2022, this has been delayed as the project was transferred between staff members. This will now be prioritised for autumn 2022.</p>	
<p>Train more writers through Creative Conversations programme in themes such as: safeguarding, sharing best practice & how to deliver literature in participatory settings.</p>	<p>Since April 2022, 4 Creative Conversations have taken place:</p> <ul style="list-style-type: none"> • Inclusive online workshops with Kittie Belltree and Sara Beer • Delivering inclusive creative writing workshops for children and young people with Connor Allen • Dysgu'r Gynghanedd Mewn Ysgolion with Siw Jones • Dates for October and November have been announced. 	

Arts Council Wales 22/23 Targets

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

Targets for 31 March 2023	Progress year to date	Method of data capture
<p>Ensure all documents are presented using a variety of accessible tools, including dyslexia friendly versions.</p>	<p>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.</p>	<p>Our project progress and evaluation reports and staff records.</p>
<p>Deliver the third edition of Representing Wales, investing in 14 writers intensely, all who come from underrepresented communities.</p>	<p>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.</p> <ul style="list-style-type: none"> - Staff completed 14 hours of consultation - A soft launch was released, with applications open in August - Provided 3 free sessions for potential applicants - Developed a Welsh language marketing plan and created with flyers handed out at the Eisteddfod - E-mailed a range of stakeholders to spread the word. 	
<p>Through Representing Wales, engage with approximately 300 individuals within the wider programme.</p>	<p>So far the open sessions have attracted 129 individuals. Further open sessions will soon be announced, including how to write bilingually.</p>	
<p>Monitor the evolution of the programme and long term impact, including engagement with existing cohorts.</p>	<p>Cohort 1 have finished their extra mentoring sessions, and after-care monitoring continues with annual e-mails/questionnaires. The mid-point check in sessions have been scheduled for the current cohort.</p>	

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	Progress year to date	Method of data capture
Submission of your updated Welsh Language Plan	This plan was submitted to the Arts Council of Wales in September 2022 .	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	So far we have <ul style="list-style-type: none"> • Discussed a potential partnership with Penguin Random House for their Lit in Colour project. • Joined the Books Trust Cymru conference on Equality, Diversity and reading for pleasure. • Delivered a Stori i Bawb course at Tŷ Newydd in partnership with the Books Council • We are developing a Mentoring Programme in partnership with the Books Council for under-represented writers to publish in Welsh 	
All staff and Directors complete a bespoke Welsh Language Awareness training course.	This has been planned for February 2023 , when all board members are in place. We are considering a bespoke training package, as we are yet to find a suitable level of training.	
Build international partnerships with other Celtic language nations including ROI, NI, and Scotland.	Ongoing. Leusa has picked up conversations with the Four Nations Literature Group which will lead to closer collaboration. Following a joint event at Hay Festival with Bardd Plant, Children’s Laureate and Irish Children’s Laureate (their first ever Gaelic speaker to hold the role), our Bardd Plant has developed that connection and is collaborating on a book of poetry. We’re also developing a learning partnership with the Scottish Books Trust after initial consultation for Representing Wales.	

Arts Council Wales 22/23 Targets

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

Targets for 31 March 2023	Progress year to date	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>Our Children’s Laureate, Connor Allen, worked in partnership with the Royal College of Psychiatrists to explore mental health and technology. The animated video of this poem is due to be released in October, on World Mental Health Day.</p> <p>The Green Ribbon Festival has been postponed until February 2023, however conversations continue with the Mental Health Foundation, to run a creative conversation.</p> <p>Writer Commissions 4 project “Writing Tree” activity continues; 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>The new CEOs have begun meeting literary partners and stakeholders, with the aim of mapping the sector, to provide a clear pathway for Writers, audiences and the public – and better define our individual remits, and demonstrate partnership work.</p>	

Arts Council Wales 22/23 Targets

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

Targets for 31 March 2023	Progress year to date	Method of data capture
<p>Deliver Llên mewn Lle, training Local Laureates to be leading literary facilitators.</p>	<p>Paperwork is being finalised between Literature Wales and WWF as the national partner. On Tuesday 20 September, the panel met, selecting 3 facilitators across Wales (Gwynedd, Rhondda Cynon Taff & Swansea).</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>In progress. The criteria for Inspiring Communities Fund has been created to support local event organisers to run events in an inclusive, sustainable and effective way. Work continues on effectively communicating this to prospective applicants.</p>	

Arts Council Wales 22/23 Targets

Operational Measure: HR

Targets for 31 March 2023	Progress year to date	Method of data capture
Recruit 2 new directors for the Board.	A timeline has been agreed to recruit up to 7 new board members with some joining in February 2023 and the remainder in May 2023 .	HR records.
All staff and board members to receive Anti-racism and ableism training .	In planning stages for February 2023 , when new board members are in post. We have so far, struggled to find a provider to offer this bilingually and specifically enough to what we do. We may explore commissioning bespoke training.	
CEO recruitment successfully delivered.	Two joint chief-executives have been appointed. Leusa Llewelyn becomes Artistic Director , and Claire Furlong, Executive Director . You can read more about their appointment here .	
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. A Government Grant (which will partially pay for the instalment of an EVCP) has been received. The next steps is finding a local electrician to install it.	

Arts Council Wales 22/23 Targets

Additional Targets.

	Targets for 31 March 2023	Progress year to date	Method of data capture
Fundraising	Develop a policy in relation to ethical fundraising (both incoming and outgoing).	On 24 August , we held a session funded by the Arts and Business Cymru Prosper scheme , unpacking ethical fundraising. From this work has started on a public pledge , as well as an internal process for staff to follow when considering new funding.	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.	Ongoing. A trial collection from unsuccessful National Poet applicants resulted in 2 responses. Staff have collated a list of 572 artists across Wales. Conversations are in planning to create targeted communications of this opportunity and the external writers of Wales directory, to ensure a refined output of information.	

Operational Targets

Highlights from Q2

Targets for March 2023	Progress year to date	Method of data capture
Sector Support: 9 groups, orgs or individuals who deliver work with our priority groups have been provided with intensive support	So far we have provided support to 10 groups, orgs or individuals to deliver work with our priority groups. This includes working with Race Equality Wales on representation in books for children, supporting the Creative Words Award for Disability Arts Cymru and taking part in sector wide discussions with the Dyslexia and Arts Network.	Sector Support Log
Set up steering committee of writers who are under-represented in publishing sector to better understand interventions needed	So far 8 writers have been identified to take part in the first meeting spanning all of our priority groups plus LGBTQ+. 4 of these writers work creatively through the medium of Welsh. We are on track to host the first meeting before Christmas.	Steering committee schedule and minutes
Organisational: Develop and roll-out a Communications Toolkit for staff members to support promotion and marketing activities	The Communications Toolkit has been rolled out through a series of staff training sessions to ensure it's read and understood. The toolkit includes a more effective way of using Teams for comms purposes and so far feedback from the wider team is positive and they are confident in using it.	Evidence of file sharing

Operational Targets

Missed Targets

Targets for 31 March 2023	Progress year to date	Method of data capture
<p>Funding Cap: Is preserved at £3,000 and only laureate roles receive more than that per year from LW</p>	<p>This cap has been broken on a few occasions – both with creative freelancers and other roles covered by our procurement policy (such as translators and tradespeople). It has been decided that the policy is not fit for purpose as it is not practical to, for example, use different translators to avoid the cap when we have a good working relationship with one who understands our house style and always delivers on time. A new procurement policy will be written by December 22, ready for sign off at the February board meeting.</p>	<p>Bank records</p>
<p>Develop a partnership development tracking process</p>	<p>No progress has been made on this document yet by the Exec Director and a revised deadline of March 23 has been included in her PDR document to allow for more urgent work to take place.</p>	<p>Evidence of document</p>
<p>Develop Detailed Action Plan for building relationships with school sector pan-Wales, focusing on secondary education</p>	<p>Our new education strategy has been delayed due to pressures on our Creative Lead and our Cymru Ni programme running behind schedule. It is important learnings from that programme are incorporated into our future planning so a revised deadline of October 22 has been set for this strategy.</p>	<p>Evidence of document</p>

Equality, Diversity & Inclusion Progress

ED&I continue to be placed at the core of our activity and operations. As a theme, it focuses heavily in our new National Poet, Hanan Issa's commissioned poems, e.g. her 'The ABCD's of Equal Opportunities' explores identity and belonging, and 'Global Warming' is about the poverty and hardships facing so many individuals and families in the coming months.

During the quarter, we launched round 3 of Representing Wales, which will this time invite applicants to describe in their own words why they are under-represented within Wales' literature, moving towards our aim to use less labels, or grouping specific under-represented individuals under one banner.

Tŷ Newydd courses focused on a range of EDI themes and subject matters, including a course on Writing About Identity, focusing in particular on writers from low-incomes, and on LGBTQA+ writers in a free of charge retreat through the Welsh language. Bursaries were offered to 3 writers from low-income backgrounds to attend courses at Tŷ Newydd free of charge or at reduced rates.

Our Cymru Ni educational project continued, running workshops in secondary schools addressing race and identity; and our [project in partnership with Cadw](#) saw Alex Wharton composing new creative work celebrating and commemorating individuals of Black heritage in Wales.

Operationally, we updated our Welsh Language Action Plan, and important actions such as our anti-racism stance is included in a new Ethical Pledge which will be launched in the autumn as guidelines for staff, audiences, participants and partners on our values and actions.

Learning Points

During the recruitment drive for a new CEO, we pledged to guarantee an interview for any applicants who were:

- From a Black, Asian or Minority ethnic background applicant
- Disabled or suffering from long-term illness (mental or physical)
- From a low-income background

Whilst the CEO recruitment drive did not successfully appointed an individual identifying with the statement above, it changed the organisation's structure from a one-CEO structure to shared leadership model with the Artistic Director and Executive Director sharing the CEO role. In the future, this shared leadership model allows potential for more diversity and flexibility at the top. Job-sharing will appeal to a wide demographic, including those with caring responsibilities.

Policy highlights and updates

Quarter 2 Progress

Sustainability Action Plan: Progress

Tŷ Newydd continues to make progress towards our multiple targets, including:

- reducing waste and food waste;
- increased recycling usage;
- less energy wastage;
- Increased use of electrical vehicles for transportation (for guests / tutors).

During this reporting period, Nant Writers' Retreat Cottage has moved to using re-fillable liquids (shampoo / conditioner / body wash / hand wash / washing-up liquid) as a further effort to reduce single use plastic consumption. The products bought (in 5 litre containers) are vegan friendly, paraben and sulphate free and are purchased from a carbon neutral UK based company.

Over at Tŷ Newydd, our backstock of cleaning products are now significantly reduced, with alternatives being sourced by the cleaning company from Bio:d and Ecover. Tŷ Newydd and Nant have also moved to using bamboo recycled toilet paper, wrapped in recycled paper instead of plastic. There is a slight increase in cost for these products, but the environmental benefits outweigh the increased costs.

The Cardiff office has been monitoring our environmental impact as more staff return to working in the office. To reduce waste, the recycling system has been simplified and clearer signage has been implemented. A scrap paper tray has also been set up in the storeroom.

Literature Wales has supported the successful application for Sustainable Development Wales which will be supported financially by the Arts Council of Wales and developed in line with their new Climate Justice Strategy. The Research & Development project will include mentoring to improve our sustainability plan, reduce our environmental impact, and build a network of Welsh Arts Companies to reduce the emissions of the entire sector.

Quarter 2 Missed Targets

Sustainability Action Plan: Missed Targets

An Electric Vehicle Charging Point (EVCP) was to be installed at Tŷ Newydd by September 2022. This target has been missed, however a Government Voucher for part payment of the installation has been secured. We have contacted many installers but to no success. This is a priority over the next few weeks and we hope this target will be completed by the next reporting period.

An ongoing goal is that 50% of TN Participants and Tutors travel to the centre by public transport or active travel. For this reporting period, the percentage was 24%. Whilst efforts are being made to encourage public transport travel, a common issue for the previous months were problems with the rail strikes making it difficult if not impossible for some journeys to take place. We hope this percentage will rise during the next reporting period.

Our reduction in annual printing target has already been missed, halfway through the year. This is due to TN's printing count being significantly higher due to return of courses. Donations are being sought from guests for any printing needs, with money going towards environmental charities to try to mitigate against our carbon footprint. GJC's printing has also been higher than expected, with readings forecasting the office to print 2,488 pages over the course of the year (the target is 2,500 pages printed annually by all staff).

A system for offering staff paid leave for volunteering related to our strategic priorities (including the Climate Emergency) has not yet been implemented, although work has begun on developing this system and offering guidance and ideas for staff to identify relevant volunteering opportunities.

Updates in staff meetings have been less frequent than targeted in the Action Plan. A presentation including advice and resources on lowering IT-related Carbon Emissions and listing actionable steps in improving our operational sustainability has been planned and will be presented to staff in October.

Learning Points Organisational & Operational

As we reach the halfway point in the year, it's been a good time to reflect on the efficiency of new systems and take stock on the last six months. It's been a period of fast organisational change for Literature Wales as we get used to working in a post-pandemic world and adjust to a joint leadership model. Headline learning points include:

Translation – We have relooked at our processes for ensuring necessary documents are translated. Until now some Welsh staff were taking on more of a burden of translating that others, and non-Welsh speaking staff were confused about who to ask internally, and appropriate time frames for external translation. A new process has been articulated that clearly states what types of content should be externally translated and ensures internal translation is spread evenly across the team. This will be rolled out in Oct 22 and reviewed in 2023.

Project Leads/Support - As part of the re-structure in 2021 we implemented a process where each project would have a designated SLT member as Lead, with other team members supporting on the project. However, it has been difficult to have consistency as our projects are varied and the influence on the Lead for each project is unique. Some staff have reported finding this system confusing. Our staff structure at SLT has also changed considerably. Last autumn we had 4 Creative Leads, an Ops Lead and a Comms Lead for projects to be split between but we now only have 1 Creative Lead and 1 Comms Lead (mainly due to internal promotions to Joint CEOs). Going forward we are working on a system where most projects just have one member of delivery staff except our large, flagship projects (Rep Wales/ICF etc) which will have a designated Lead. It will be made clearer to all project delivery staff when and how the Artistic and Executive Directors should be brought in for support.

Accessibility Funds – Over the last few years, we have endeavoured to build costs for access needs of participants into project budgets. However, this has proven difficult to manage as it is very hard to predict the needs of participants. Now, we have decided to set aside a designated fund in our accounts to better provide for these costs. This will start at £5k for 2023-24 and grow over the next few years.

Tŷ Newydd Sales – Tŷ Newydd course sales has continued to be challenging as we reopened this year after a two year closure. For the 2023 programme, the Communications team will be brought into the planning at an earlier stage to focus on a dedicated marketing plan for each unique course to aim for maximum capacity, with regular internal meetings scheduled to problem-solve.

Learning Points: Activity

Activity	Learning Points 1 July– 30 September 2022	Future Actions / Recommendations
Lit in Place Llên Mewn Lle	<ul style="list-style-type: none"> We have received positive feedback from paying a fee of £100 to applicants. As a closed call-out we invited unsuccessful applicants from previous high-profile opportunities (National Poet of Wales, Children’s Laureate, Bardd Plant Cymru) Out of 21 writers who were approached, only 9 applied, with little interest from Welsh speakers. Only 1 Welsh language application was received, although other Welsh speakers applied. 	<ul style="list-style-type: none"> Develop opportunities to writers who have previously been unsuccessful for high profile roles, specifically around application writing. Be more aware of large Welsh language events (such as the Eisteddfod) in planning stages, to avoid low uptake of Welsh language writers seeing the opportunity. Encourage staff and LW panel members to take more risks when appointing artists, if there is potential in the idea.
National Poet of Wales announcement	<p>Detailed safeguarding procedures were developed to support the National Poet during the announcement of her appointment to prepare for every negative eventuality, ensuring that the National Poet felt supported and in safe hands.</p>	<ul style="list-style-type: none"> Continue to ensure safeguarding procedures are in place for all writers placed in the public eye due to Literature Wales announcements, with crisis comms plan on high alert
Newport Mind	<p>Activity is still very slow to restart following the pandemic, with no clear activity plan for the remaining 2 years. Much of the issues are down to the partners having a very high staff turnaround, and offering a lack of clarity on groups Literature Wales can develop and deliver projects with and for.</p>	<p>Develop any partnership projects in detail before committing partnerships in future in the form of our newly developed partnership contracts, outlining specific responsibilities of each partner so that issues can be recognised and allocated to the responsible partner.</p>
Book of the Year	<p>We were on high alert during the Welsh-language announcements this year, as the judges placed the series <i>Y Pump</i> on the shortlist, bending the competition rules that deems one book with one or two authors to be eligible (not series, nor multiple authors)</p>	<p>LW staff should feel confident to challenge external judges or assessment panels if a decision contradicts rules, values or our ethical pledge</p>