



2023-2024

Management Board and ACW Report #19

Period covered: 1 October – 31 December 2023



Llenyddiaeth
Cymru
Literature
Wales

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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 Executive Director

On a strategic level, this quarter has been full of highs and lows. This page on last quarter's report was full of optimism following our successful Arts Council Wales (ACW) investment Review result. However, that soon was replaced with uncertainty as funding cuts were implemented across the arts and culture sector. At the time of writing, we are still waiting to hear how much for ACW's 10.5% cut will be passed on to us and other multi-year funded organisations. But we are certain that the impact of these cuts will be felt keenly. There will be redundancies at ACW, impacting on their ability to work with us effectively and, of course, there are partner organisations across the sector who are having to cut back. For example, National Theatre Wales' appeal didn't result in a new multi-year funding offer, meaning their ability to help lead the Newid Diwylliant | Culture Change programme with us is limited. We are also aware of 10.5% cuts to Books Council Wales and CADW – both organisations who we work with closely.

Whilst the outlook is a bit gloomy, I am confident that Literature Wales is prepared to weather the storm, and still deliver on our priorities and keep true to our values. We have detailed scenarios prepared and have now put them to one side until we hear from ACW. In the meantime, the whole team have been busy making an impact.

I was particularly proud to see some of our Strategic Courses at Tŷ Newydd come to fruition. Notes on Nature, was a fantastic week where women of colour gathered to challenge ideas of who can write about nature. As well as having a huge impact on the participants (One said, "*Before the 'Notes on Nature' course I was lost in my writing. Restricted by multiple barriers. Now, thanks to Nasia, Noreen and Literature Wales I feel that I can start to carve myself a career and become a writer.*"), it has taught our team a lot about creating a safe, and inclusive space at Tŷ Newydd in and out of the teaching sessions. For example, we've learnt how to accommodate and budget for support workers. Our Reinventing the Protagonist course for D/deaf and disabled writers has also been useful for the team to grow their understand of accessibility through the marketing and delivery of the course.

I have also been heartened to see massive responses to our public call-outs for projects such as; Representing Wales, Kathod, Pencerdd and Writing Well. Whilst it's not great to be disappointing so many applicants, there's no greater evidence that our work is needed and valued by writers.

So that's the message we're taking into 2024. Come what may, the team and I are clear on the value of our work and committed to making a difference.

Claire Furlong, Executive Director



Highlights

Activity

- The National Poetry Award, run by Poetry Wales and sponsored by Literature Wales [opened for submissions](#).
- Our Representing Wales programme hosted four free, public webinars including: creative non-fiction and climate writing for children and developing and running workshops in schools and libraries.
- Seven conversations which were sponsored by Literature Wales at the Eisteddfod were released on the [PenRhydd podcast](#).
- The [2024 programme of courses](#) at Tŷ Newydd was launched.
- [Wales Book of the Year](#) closed for submissions in November 2023., with 201 submissions received.
- A new Welsh-language opportunity for poets to develop the craft of *y gynghanedd*, [Pencerdd](#), opened for applications.
- Ten successful writers embarking on the Reinventing the Protagonist digital course for Deaf and/or disabled writers [were announced](#).
- Applications from women and individuals from marginalised genders were welcomed as part of the Kathod Residency at Tŷ Newydd.
- Six additional [digital taster courses](#) at Tŷ Newydd were announced.
- [Partneriaeth Ogwen](#) advertised for a facilitator to run climate and literature-based workshops in Bethesda as part of the [Lit in Place project](#).



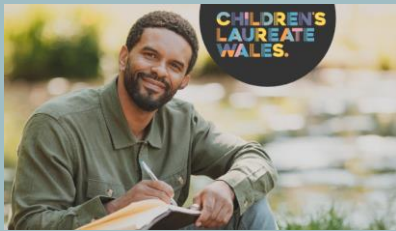
National Poet, Hanan Issa is [celebrated at international festival](#)



[New short poetry film created](#) as part of the Piece by Piece project



Nia Morais releases her [first poem as Bardd Plant Cymru](#)



Alex Wharton releases his [first poem as Children's Laureate Wales](#)



Siôn Tomos Owen shares his experience of facilitating a climate themed project in a new [Blog](#).



[FA Wales supports](#) the call for Welsh-language options on video games.

Operations

- Following an open invitation last quarter, the refresh of Literature Wales' Preferred Supplier List has been completed. Staff can consult this list when seeking individuals or companies that supply services such as translation, photography, and cleaning.
- Members of staff and Literature Wales ambassadors took part in a day of media training. The training was practical and gave participants an opportunity to rehearse for interviews and television appearances, and on how to communicate Literature Wales' key messages.
- In October, the Literature Wales Management Board was welcomed to Tŷ Newydd for an in-person Board Meeting (#51) and Annual General Meeting.
- The Cardiff Office implemented a new digital phone system using the software 8x8. This will allow staff to answer, transfer, and make calls while working remotely.
- Recruitment opened for the Events and Communications Executive position, with several strong applications received. Interviewing for the role will take place in January.
- Staff continued to share Project Impact Presentations during staff meetings. This quarter included presentations on Wales Book of the Year, Representing Wales, and Notes on Nature.
- In December, staff conducted an annual review and amendment of all internal policies.
- Literature Wales submitted its Annual Report and Audited Financial Statements for 2022-23 to the Charity Commission and Companies House.

Our Place in the Sector

So far this year, the team have logged 580 hours of sector support activity, far exceeding our targets. All staff clearly understand the importance of being part of a connected sector and the benefits of supporting other organisations and receiving advice to make our work more impactful.

One organisation we are aiming to be more closely aligned with is Books Council Wales. Our staff, Miriam S and Mared, have been sitting in on their grants panels to give context to authors who we have worked with. In addition, their staff have been involved in recruitment of the Bardd Plant and sitting in on Representing Wales panels. This is just one way our organisations work closely together, to ensure we're acting in a joined up fashion. We are seeking to expand this over the next year and are redrafting an MOU.

Growing respect for us, as good partners and literature event experts has been evidenced through numerous requests to provide support to upcoming projects. We are supporting a variety of projects, from Tŷ Cerdd's training programme for music theatre composers and Welsh-language librettists to Transformative Research Actions for Resilient Coastal Communities (TRACC), a UK-wide project which focuses in Wales on coastal erosion in Cardigan Bay led by Aberystwyth University.

The Newid Diwlliant | Culture Change project has been moving forward and has chosen a successful bid for the Training tender. The working group for the project now includes Claire, and she will ensure this project has impact for Literature Wales and the wider sector, alongside Emily who is a key part of the project's Critical Friend group. Over the next few months, Literature Wales will benefit from an intense package of training to develop an anti-racist organisational culture and recruitment practices, which should build on our work done to date.



Literature Wales staff support the opening of Nyth, FRÂN WEN's cultural and community hub in Bangor. Photo credit: FRÂN WEN

Goal Highlight: Writer Development

Develop and support a skilled and visionary workforce in the literature sector, by providing opportunities, increasing potential, and championing fair employment practices

Tŷ Newydd Writing Centre

In Q3 Tŷ Newydd hosted a range of week-long public courses. These included Writing Crime Fiction with a Twist, Word of Mouth: Writing about Food, Feelings and Family and On Voice and Voices. These sessions were led by experienced tutors such as Alis Hawkins, Clare Pollard, Owen Sheers and Katherine Stansfield and had a clear impact on these writers' development:

“ Both [tutors] were generous with their time, direct with their feedback and were extremely helpful towards my growth as a writer

It was a booster jab for my creative confidence

The one on ones were really open and helpful and gave me a big hope in the act of writing both for other people and for my own self development. ”

We started Q3 with much excitement with the release of our [2024 programme of creative writing courses and retreats](#). The year will welcome writers across a range of genres and languages and will be supported by a range of highly skilled and coveted authors. Poets Gillian Clarke and Helen Mort will support the development of several new wordsmiths, whilst Clare Mackintosh will help create new fast paced crime stories.

Strategic courses

Our strategic courses offer free spaces for writers whose voices are currently under-represented in Wales' literary scene.

In November, we welcomed 14 writers from the LGBTQA+ community and who write in Welsh to a creative weekend at Tŷ Newydd. Creative facilitators and guest readers included Leo Drayton, Llio Maddocks and Paul Mendez (pictured on the right).

In December, 11 writers aged between 18 and 25 enjoyed a weekend of workshops with acclaimed writers Mared Llywelyn and Iestyn Tyne after winning various literary competitions earlier in the year at the Urdd's Eisteddfod.

Two further partnerships were announced offering further opportunities for writer development.

Pencerdd is a year-long free pilot course, run in partnership with Barddas, that provides an opportunity for five poets who are new or relatively new to the Cynganeddu tradition to hone their craft.

And working in partnership with Kathod, tutors Rufus Mufasa, Branwen Munn and Jaffrin Khan will host a multi-form residential course for women and individuals from marginalised genders interested in combining music and spoken word during the spring of 2024.



Leo Drayton



Mari Izzard



Llio Maddocks



Paul Mendez

Goal Highlight: Writer Development

Develop and support a skilled and visionary workforce in the literature sector, by providing opportunities, increasing potential, and championing fair employment practices

Reinventing the Protagonist

In November, ten participants began a series of six online meetings with internationally celebrated playwright and writer Kaite O'Reilly. Run in partnership with Disability Arts Cymru, this opportunity aimed to support Wales-based Deaf and/or Disabled writers working across a range of genres.

During each session, the writers were encouraged to challenge current stereotypes by considering new narratives, reinvented protagonists, surprising endings, and innovative new approaches to writing. After completing the workshops each writer will be further supported in quarter four with 1-2-1 sessions with Kaite, to discuss their individual progress and discuss any barrier they may be facing. Read more about each of the successful writers [on our website](#).



Image shows the ten successful writers on the Reinventing the Protagonist programme.

Writing Well

In summer 2023 Literature Wales received 50 applications to the Writing Well opportunity. Writing Well aims to develop new literary facilitators to create and deliver participatory projects which benefit the health and well-being of participants throughout Wales. The programme is split into two halves: six months of intense training to develop practical skills and project pitches with the next six months aimed at researching suitable partners to potentially secure funding for their project.

In Q3, the six successful individuals met at Tŷ Newydd for a Poetry and Well-being retreat with tutors Jill Teague and clare e. potter. The group enjoyed workshops on poetry therapy and writing in nature and were joined by guest speakers Iola Ynyr and Patrick Jones. On reflection of the weekend one facilitator said:

“The retreat had such a positive impact on my sense of wellbeing, even months later. It was such a gentle and nourishing experience and it felt special to connect with like-minded people. I especially loved the poetry therapy and I've used that myself since, using the poems gifted to us on the course.”

Throughout Q3, the cohort have participated in two further sessions. One on creating a robust project plan with Kate North and Safeguarding for writers with Lucy Windridge-Floris. All facilitators have now been paired with a mentor, some meeting already. Three further training sessions remain in Q4. You can read more about each facilitator and their mentor on the project page [here](#).

Arts Council Wales 23/24 Targets

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

Targets for 31 March 2024	Progress year to date	Method of data capture
<p>Continue delivery of Llên mewn Lle Lit in Place, providing opportunities for local laureates to develop work in their local community that address issues of climate change through literature.</p>	<p>Ongoing: All three projects are on track.</p> <p>LUMIN, in Swansea, is collating and editing an anthology of work to be published in 2024 with local partner, Ways of Working.</p> <p>Gwledda, run by lola Ynyr, continued to work with adults and children in Cae'r Gors, Rhosgadfan, and hosted a celebration event in December. Her project will end in Q4, with the unveiling of a new sculpture in celebration of the project.</p> <p>With Welcome to Our Woods, Siôn Tomos Owen, completed an illustrated diary of the project. Direct delivery has continued (past our initial funding of the project) and stories collected from the life of the project are coming together to create a digital map to compliment a new physical walking route that has been established within the woods.</p>	<p>Our project progress and evaluation reports and staff records.</p>
<p>Develop and evaluate the projects for cohort 1 of Llên mewn Lle Lit in Place, and recruit for cohort 2, in partnership with WWF.</p>	<p>On track to complete. Initial evaluations for cohort 1 were completed in Q1. Further evaluation is planned for Q4 once all activity has been completed.</p> <p>Recruitment: In Q3, a local call-out for an artist to work in Bethesda was advertised by the local partner, Partneriaeth Ogwen. Within the first week of the call-out we received three strong registrations of interest. Those who have registered interest will be invited to formally apply for the role in Q4.</p> <p>Staff have continued to work with WWF Cymru and specifically their Wholescapes project manager who has been working intensely to identify stakeholders in Pembrokeshire. The community sustainability group, EcoDewi have been approached as a local partner and staff will meet with them in Q4.</p>	
<p>Focus on establishing local projects and developing relationships with Inspiring Communities fund, plus publishing guidance on running sustainable literary activity.</p>	<p>Ongoing: This quarter the Inspiring Communities Fund continued to promote the development of writers. Literature Wales supported a 'Why Write' workshop in Holyhead through the Ucheldre Literary Society. Taz Rahman, a former Representing Wales cohort member, co-hosted a publisher showcase for Planet Magazine at the community led library and art space Dyddiau Du. The fund also supported the launch of Newport and Stanza's first anthology to an audience of 40 individuals.</p> <p>Resources: lola Ynyr has developed guidance on running sustainable literary activity. The document is live on the Lit in Place project page here and will be shared through social media channels in Q4. Siôn Tomos Owen is developing guidance on his experience running a climate themed project which will be published in Q4.</p>	

Arts Council Wales 23/24 Targets

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

Targets for 31 March 2024	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>Ongoing: Partnerships in health and well-being have continued to expand this quarter through continued collaboration on ongoing projects and initiatives. As in previous quarters, this includes staff attending meetings for the Wales Arts Health & Well-being Network steering group and a supervision group for artist wellbeing (which includes staff from Literature Wales, Cardiff Met, and a freelance consultant). Our long-term partnership with Newport Mind continues to strengthen, with additional activity on the Piece by Piece project extended into the second half of this year.</p>	<p>Our project progress and evaluation reports and staff records.</p>
<p>Deliver pilot project, Writing Well, developing 6 facilitators from under-represented backgrounds and supporting them to develop their practice within Health & Well-being partnership projects.</p>	<p>On Track: In October, the cohort of 6 facilitators from under-represented backgrounds attended a free retreat in Tŷ Newydd on the theme of Poetry and Writing for Well-being. The first two Artist Development Zoom Sessions have now taken place and several of the cohort have also had their first mentor sessions. These sessions will continue in Q4, where the facilitators will begin to develop their participatory projects to be delivered in 2024-25.</p>	

Arts Council Wales 23/24 Targets

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

Targets for 31 March 2024	Progress year to date	Method of data capture
<p>Deliver the third edition of Representing Wales, and recruit for the fourth edition, investing in 28 writers intensely with all the writers representing communities currently under-represented in Wales' Literary Culture.</p>	<p>On-track . 14 Writers are being intensively supported through the third edition. In Q3 the cohort enjoyed eight sessions including a webinar on working with illustrators and a follow up session on cover letter writing with The Good Literacy Agency. They continue to meet and be supported by their mentors.</p> <p>In Q2 the Representing Wales call-out closed, receiving 141 eligible applications and eight ineligible applications. In Q3, the chair of the panel Anwen Hooson created a shortlist of 33 applications for consideration by the other panel members. These shortlisted applications were passed onto the other three panel members (Angela Hui, Breninig Davies and Raymond Antrobus) in December for their individual assessments.</p> <p>The panel will virtually meet in Q4 to decide on the 14 successful writers along with three runners up.</p>	<p>Our project progress and evaluation reports and staff records.</p>
<p>Engage with approximately 300 individuals in the wider Representing Wales programme.</p>	<p>Likely to not meet: 190 individuals have engaged across six public sessions so far. There is one further open session planned in Q4.</p>	
<p>Monitor the evolution of the Representing Wales programme and wider long-term impact. Continue to engage with the existing cohorts.</p>	<p>Ongoing: In Q1, after-care mentoring for the first cohort of Representing Wales was completed with writers and mentors suggesting a positive and impactful relationship from the Representing Wales programme. In Q2, five members of the second cohort attended the Hay Writers at Work Industry Day for free. In Q3, twelve members of the 2022/23 cohort enjoyed a "Pathways to Publication" residential weekend at Tŷ Newydd, which was tutored by Julia Forster. We will continue to stay in touch with the writers, offering light touch support where relevant and learning of their progress.</p>	
<p>Trial at least 1 piece of marketing through the medium of BSL for a project before the end of the year, and assess for impact.</p>	<p>Achieved. In Q2 a bilingual BSL flyer was created for the Reinventing the Protagonist call-out in partnership with Disability Arts Cymru. The Welsh-language version of the flyer received 3 views and the English language version received a total of 30 views.</p>	

Arts Council Wales 23/24 Targets

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

Targets for 31 March 2024	Progress year to date	Method of data capture
<p>Work with our colleagues in the National Companies to design and deliver a new programme called Culture Change, to include training and research to achieve better diversity in leadership.</p>	<p>Ongoing: The critical friends have met twice. Together they have advised on a tender call-out for the Culture Change Training Programme. This training is to create and deliver anti-racist training to arts organisations in Wales and this tender was open for applications throughout Q3. The group have also discussed a communications tender, which will open for applications in Q4.</p>	<p>Our project progress and evaluation reports</p>
<p>Convene literary partners, such as Books Council of Wales and Cyhoeddi Cymru to develop a plan for a long-term partnership project to identify and train more under-represented Welsh-language writers to publish for children and young people.</p>	<p>Likely to not achieve: However, meetings with these partners have taken place, and there are plans for a new MOU between Literature Wales and Books Council Wales to be developed in 2024. Under-representation and collaboration in turning writers into published authors will be at the centre of this document.</p>	
<p>Analyse the relevant findings from the Stakeholder Survey, present findings to staff, and hold meeting to discuss actions to be taken</p>	<p>Complete: Staff were presented the findings of the stakeholder survey in Q1, with ideas followed up in a creative meeting. An internal discussion on future stakeholder surveys took place in Q3. The decision was made to conduct a more thorough review of questions to determine which questions could be tracked over a prolonged period rather than reactive to one financial year.</p>	

Arts Council Wales 23/24 Targets

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

Targets for 31 March 2024	Progress year to date	Method of data capture
<p>Appoint new Bardd Plant Cymru who will dedicate at least 25 days per year (13 pro rata in 23/24) to delivering creative activity for the children of Wales through the medium of Welsh.</p>	<p>On track: The new Bardd Plant Cymru, Nia Morais, has delivered 6 more days of creative activity through the medium of Welsh in Q2. This includes sessions at schools in Carmarthen for T Llew Jones day and schools in Flintshire and Conwy for Gŵyl Gerallt. Including days spent on commissioned poems, promotion, and from Q2, Nia's total days for the year is now at 10.5 days, putting us on track to reach our target of 13 days pro rata in 23/24.</p>	<p>Our project progress and evaluation reports and staff records.</p>
<p>Ensure that at least 10 Welsh-language writers receive long-term intense development opportunities in 23/24 (e.g. through Representing Wales or Writing Well).</p>	<p>On track: Nine have been engaged so far. The four Welsh-language writers on the current Representing Wales programme and three Welsh-language writers on the newly launched Writing Well programme have continued to receive intense development opportunities through the respective programmes. Two Welsh-language writers took part in the digital course 'Reinventing the Protagonist', which includes five online meetings and one-to-one tutorials. Disability Arts Cymru, who facilitate the programme with Literature Wales, will lead on providing an aftercare programme for the writers to help nurture a supportive community and signposting relevant opportunities.</p>	
<p>Organise a dedicated beginners' Welsh-language learning course for writers who intensely work with us on a variety of projects.</p>	<p>Complete: Two dedicated Welsh-language learning courses, run in partnership with y Ganolfan Dysgu Cymraeg Genedlaethol have taken place this year. 10 writers we have worked with on projects such as Representing Wales, the Emerging Writers Course and the Writing Well programme took part in a Mynediad course, and a further three took part in a Sylfaen course. All the writers will attend a week-long residential course at Tŷ Newydd Writing Centre at the end of January 2024.</p>	
<p>Launch call-out for brand-new development programme, Pencerdd, to intensely develop six new poets in the craft of cynganedd, in partnership with Barddas.</p>	<p>Complete: The Pencerdd programme was launched publicly in November, with Welsh-language poets invited to apply for the programme. Applications will close in early January, after which five poets will be selected for the year-long programme starting in March 2024.</p>	

Arts Council Wales 23/24 Targets

Operational Measure: Tŷ Newydd

Targets for 31 March 2024	Progress year to date	Method of data capture
Run at least three free-of-charge residential retreats at Tŷ Newydd, or virtually under the Tŷ Newydd banner, for groups of under-represented writers to offer craft and career development workshops. Groups to include Disabled Writers, LGBTQ+ Welsh-language writers, female writers of colour and more.	Complete: In 2023, we ran three free-of-charge residential retreats at Tŷ Newydd which include our Notes on Nature course for female writers of colour, a Welsh-language weekend retreat for LGBTQA+ writers, and a Welsh-language weekend masterclass for 18-25 year olds in partnership with Urdd Gobaith Cymru. Alongside this, we have also run a digital course in partnership with Disability Arts Cymru which is due to finish in February 2024. For all of the above, Literature Wales will continue to support the writers and source internal and external opportunities.	Tŷ Newydd records
Offer at least 10 bursaries for under-represented writers to attend a course, or a retreat, at Tŷ Newydd/Nant	Complete: To date, we have offered fifteen bursaries to under-represented writers to attend a course or retreat at Tŷ Newydd.	
Facilitate Welsh-language LGBTQA+ weekend retreat at Tŷ Newydd	Complete: We welcomed 14 writers from the LGBTQA+ community and who write in Welsh on our weekend retreat run in partnership with Llyfrau Lliwgar in November 2023. Creative facilitators and guest readers included Leo Drayton, Llio Maddocks and Paul Mendez.	
Launch a call-out for Welsh-language participants who identify with a marginalised gender to take part in a Tŷ Newydd based course to develop spoken word skills	Complete: We have launched a call-out in partnership with the Kathod collective for female creatives and artists and individuals from marginalised genders to come together to combine spoken word and music in new and exciting ways. The retreat is due to take place at the end of February 2024.	

Arts Council Wales 23/24 Targets

Operational Measure: HR

Targets for 31 March 2024	Progress year to date	Method of data capture
<p>All staff and board members to receive Anti-racism and ableism training.</p>	<p>Likely not to meet: 2 members of staff have previously taken part in anti-racism and unconscious bias, and some Trustees and all staff have taken part in Welsh language awareness training session. A Governance overview for SLT and Trustees has also previously been delivered.</p> <p>In Q1 24/25, As part of the Culture Change programme we are part of, bespoke arts focused training on anti-racism/ableism will be delivered. We were intending to commission some training for the team, so not to duplicate efforts/costs some staff will be able to take part in this training and will share learning with the team. We will continue to look for other training opportunities for staff to develop specialisms and skills, and to share with the wider team.</p>	<p>HR records</p>
<p>Support at least 2 non-Welsh speaking (or new learners) members of staff who haven't visited the Eisteddfod previously to attend, by chaperoning and facilitating their visit</p>	<p>Complete: Two members of staff, learning Welsh visited the Urdd Eisteddfod in Q1 to deliver activity and were supported by colleagues.</p> <p>Two members of staff who are learning Welsh visited the National Eisteddfod in Q2, Claire Furlong for the second time and Emily Dafydd-Drew for the first time. They were guided by Mared Roberts and Miriam Sautin to events and met artists and stakeholders from across the sector, as well as attending a Welsh Learners' Comedy night where they understood (most of) the jokes.</p>	
<p>Deliver an internal training half day for fluent Welsh language staff to practice and develop Literature Wales' Welsh language tone of voice when writing communication messages</p>	<p>In progress: Work is currently being done on updating the Literature Wales House Style and Tone of Voice document to allow for more flexibility on tailoring the tone and language used based on the audience targeted. When this work is complete, a training session will be held with the whole team. This will be completed before the end of Q4.</p>	

Operational Targets

Highlights from Q3

Targets for 31 March 2024	Progress year to date	Method of data capture
Gradually reduce the number of website pages and 'clean up' old pages that are no longer needed	The Communications Team have begun the process of cleaning up the website by removing old and unnecessary pages. This will help to reduce the website's digital "weight", making it faster and easier to navigate. Due to the size of the task this will remain ongoing, but another session has been scheduled for February 2024.	Google Analytics
50% of course tutors for 2023/24 and 2024/25 to be Welsh and/or based in Wales	Tŷ Newydd continues to exceed this target while programming a wide variety of courses both digitally and in-person at the writing centre. The course tutors for this year's programme (2023-24) are 79% Welsh and/or based in Wales. While this figure will be reduced slightly, we will continue to exceed our target of 50% for the recently announced 2024-25 programme where 61% of course tutors will be Welsh and/or based in Wales.	TN programme
Each staff member providing on average 15 hours of support in-kind	Literature Wales staff continue to provide regular sector support work. In Q3, 189 hours of support were logged, with 108.5 hours of giving information and 80.5 hours of receiving information. This brings our total for the year up to a total of 542 hours of in-kind support, which equates to 28 hours per staff member. This already exceeds our target of 15 hours on average per staff member across the year, with three more months remaining in the financial year.	Support Log
Staff consultation on finance procedures and controls - all staff take part	A questionnaire on financial procedures was shared with staff on 8 December. All staff have now completed the survey, contributing to the consultation. We will analyse responses in the new year, which will feed into updating our financial procedures and future training plans.	Results of consultation

Operational Targets

Missed Targets

Targets for 31 March 2024	Progress year to date	Method of data capture
Identify and map organisational stakeholders	While work on identifying and mapping organisational stakeholders has not yet been completed, a framework is actively being developed. This framework, which will identify stakeholders by project, has been piloted on Wales Book of the Year and reviewed to simplify the process. Plans are currently in place to share with staff in early 2024 to identify and map stakeholders across all Literature Wales projects.	Evidence of Document
Continue to consider potential employment schemes, with their ability to diversify the team, and put into action where applicable	No new employment schemes have been taken up this year, and there are currently no plans in place for any in Q4. This is partly due to the decision to retain and support the continuation of training for a member of staff originally employed through the Cambrian Training apprenticeship scheme rather than taking on a new apprentice. We have also decided to discount the Arts & Business Creative Internships scheme for this year, as the timetable for the scheme did not align with our own recruitment of a senior fundraiser. However, we will continue to consider potential employment schemes in future as they arise.	Quarterly meeting notes
Annual stakeholder survey with at least 200 respondents	Having reviewed the usefulness of last year's stakeholder survey, the Impact Team has decided to postpone the timetable for the next stakeholder survey. This will allow us to consider the questions we are asking to ensure we are getting feedback that is genuinely useful to shaping and achieving our strategy, and that can be repeated annually for long-term evaluation.	Survey responses

Sustainability: highlights and updates

Quarter 3 Progress

Progress has been made to reduce energy consumption at Tŷ Newydd during the winter months. Due to its age and size, regular heating is essential to avoid deterioration to the property. However, when the centre is vacated staff have been able to use thermostats to reduce heating in individual rooms to avoid unnecessary energy usage and avoid wastage due to the historic building's poor insulation.

Other progress has been made towards Tŷ Newydd's sustainability targets, including assessing the efficiency of using a household kettle compared to using a water urn for hot water in the kitchen. As our water urn is more efficient when used to its full capacity, we will ensure it is used instead of the kettle when large groups (10+ participants) are attending.

Guests are also encouraged to help meet sustainability targets, for example we have updated the information provided in welcome folders to encourage proactive recycling of all waste while staying at Tŷ Newydd.

In October, a webinar on **Creative non-fiction and the climate for children** was hosted as part of the Representing Wales program. The writers Isabel Thomas and Lily Dyu lead the free event which was open to members of the public as well as the Representing Wales cohort. The event included an hour-long discussion on how to approach research and how to increase climate resilience in children, fulfilling our target of ensuring the climate and/or nature emergency features in at least one Representing Wales event.

Quarter 3 Missed Targets

The latest staff sustainability survey asked staff to self-report on their working habits for the first half of this financial year (April – September 2023). The survey allows Literature Wales to monitor our progress against several sustainability targets and suggest ways in which we can reduce the environmental impact of our work.

The results of the survey suggest Literature Wales is falling short of several targets for 2023-24 relating to commuting. Staff reported that 27% of potential commutes were made by car, which is an increase from 19% in 2022-23. This means we are currently failing to meet our targets of maintaining 80% of potential commutes by car avoided (due to other means of commuting or working from home) and an equal number of commutes to be made by active travel or public transport (11% combined) compared to by car alone.

We are also failing to meet our target of encouraging 80% of staff to use Ecosia as their default search engine, with only 62% of staff self-reporting as using Ecosia. A further 15% of staff intend to set Ecosia as their default search engine, suggesting we should remind and re-share instructions for how to do so in a staff meeting and over Teams. However, the results of the staff survey indicate that to meet this target we will also have to review staff reasons for not using Ecosia and either address them or review this target.

The survey also asked staff to report on their recycling habits. This showed that we are not currently meeting our target of 100% of staff always making the effort to recycle everything correctly, with only 85% self-reporting as always making sure to recycle correctly with the remaining 15% usually doing so. Staff identified the reason for this being that the recycling system in the Cardiff was unclear. With the recycling system due to change again in January, we will re-label bins, give a clear update on recycling in a staff meeting, and share documentation staff can refer to if confused about specific items. We will also ask for continuous feedback to ensure staff have the confidence to always recycle correctly.

Learning Points: Activity and Operational

Activity	Learning Points 1 October – 31 December 2023	Future Actions / Recommendations
Access Costs	<p>Two participants on the Notes on Nature course needed support workers in order to fully participate in the scheme. One of these was a family member, but the other was a professional support worker. We agreed a daily rate with them prior to the course but we received useful feedback from them after that our days at TN are intensive, with many hours beyond a usual working day for a support worker due to the dinner and evening events being key parts of participating in the programme.</p>	<p>We can now better budget for support costs on future courses and discuss with participants their needs.</p>
Finance Training	<p>We conducted a staff finance survey to better understand strengths, weaknesses and confidence level of the team and learnt that there is a lack of confidence in quarterly forecasting procedures.</p>	<p>Short reminders will be delivered every quarter at staff meetings, and Emma & Claire will make sure to check in with each budget manager, regardless of whether they ask for help, during the forecasting process. Every 6 months, a more in-depth refresher session will be delivered.</p>
Recruiting Welsh Speakers	<p>During the recruitment period for our Comms & Events Exec, which is a role that requires a high-level of spoken and written Welsh, we noticed that many applications were received through the medium of English, even by applicants for whom Welsh is their first language. Some of these applications were excellent, and their skills were assessed as being high enough during the interview process.</p>	<p>Further clarity on level of Welsh, and proficiency training available in job adverts might support Welsh speakers with less confidence to apply. We will consult with other bilingual/Welsh organisations through 2024 to learn how best to attract skilled people to Welsh-essential roles.</p>