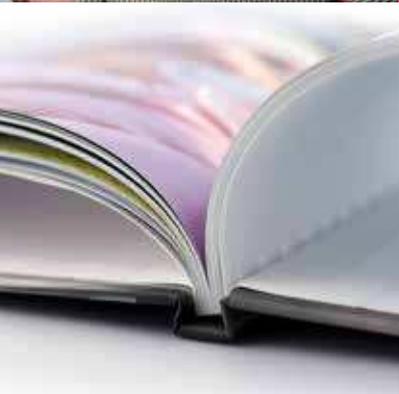
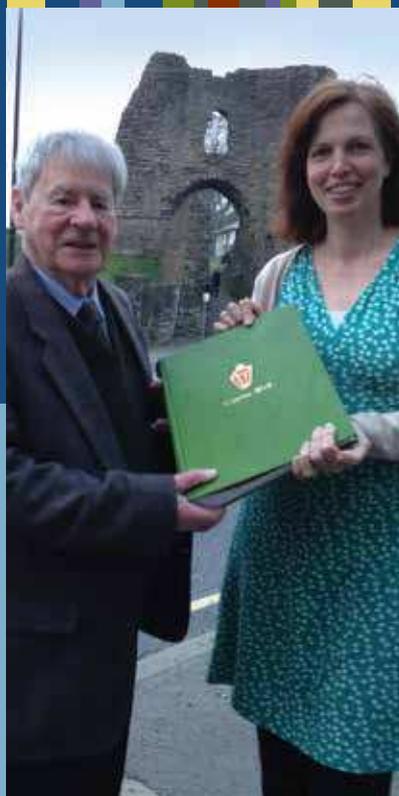


# Developing the Literature Sector 2015 to 2018



 **LiteratureWorks**  
INVESTING IN LITERATURE  
[WWW.LITERATUREWORKS.ORG.UK](http://WWW.LITERATUREWORKS.ORG.UK)



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Literature Works Manager and  
Plymouth International Book Festival  
Director Bertel Martin with  
Mona Siddique

## EXECUTIVE SUMMARY

**Literature Works' mission is to invest in Literature Development in South West England.**

**Our vision is to support a confident, connected and sustainable literature sector in the South West. We aim to do this through research, strategic intelligence, new projects, events and activities, business modelling, fundraising and advocacy. We aim to develop excellent writers, readers and audiences.**

**Literature Works is the only literature development agency in the South West. We work in a partnership network of local, regional, national and international writers, readers, organisations and agencies to ensure that literature in our region is supported, that the best talent is developed and made available to the widest and most diverse audiences and communities.**

### The literature sector

In a rapidly changing world we connect writers, readers, publishers, librarians, booksellers, literature activists, teachers, local authorities, health authorities, libraries, web developers and digital economies, community groups, the third sector and the private sector - anyone who has an impact on the production and consumption of literature, to increase quality, reach and accessibility.

Literature Works provides:

- A crucial central hub of information and support that links this large region to national and international contexts and provides a bridge between the artform and the public
- Artistic and strategic direction and intelligence for high quality literature development across the larger network, working with our partner organisations who deliver the programmes we develop and fund

### Our region

The South West is the largest region in England, with more than 80% of the area being rural. Transport links are poor and consequently travel times are lengthy and expensive. Urban areas in Torbay, Plymouth, Bristol and Somerset fall within the top 25% of the most deprived economic areas in England, and the rural areas are challenged with high unemployment and the fastest growing older populations. There are 41 County, District or Borough Councils and 13 major Universities.

We have one region with a minority language recognised formally under the European Charter for Regional and Minority Languages.

During economically challenging times, it is more important than ever that the cultural sector understands market pressures and works together as effectively as possible and with a view to maximising the public benefits that we derive from the arts. Literature Works connects the literature sector through networking and partnership brokering, and develops sustainable models through fundraising and professional/business development support. Literature Works' projects demonstrate added value to national, regional and local initiatives, offering real distinctiveness, value, excellence, engagement, reach, diversity and innovation.

Author and illustrator Simon James makes his point at a Literature Works workshop.



# 1 VISION & AIMS

## Vision

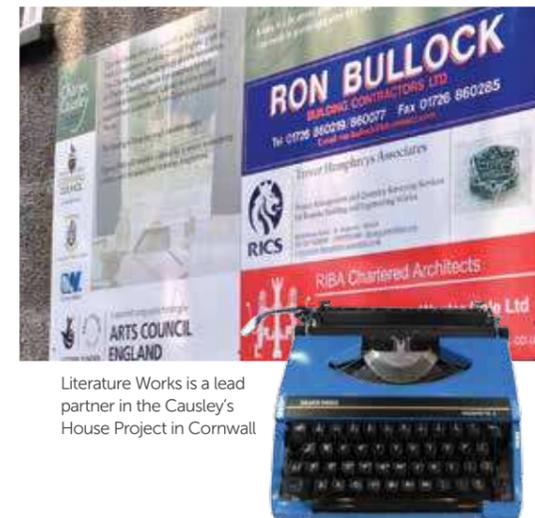
A confident, connected and sustainable literature sector through research, strategic intelligence, new business modelling, fundraising and advocacy to develop excellent writers, readers and audiences.

## Our aims

- **Developing Writers:** More talented writers with the ability and ambition to sustain a professional writing career
- **Developing Audiences:** Larger and more diverse audiences for literature activities including new digital audiences for reading and writing
- **Developing Strategy:** New strategies and business models are tested and shared which enhance the literature sector's value as a whole
- **Developing Investment:** More literature activity enabled through fundraising, partnerships, strategic intelligence and evaluation
- **Developing Resources:** Centralised and co-ordinated online resource hub available to everyone



Charles Causley Poet in Residence, Alyson Hallett, in Charles Causley House.

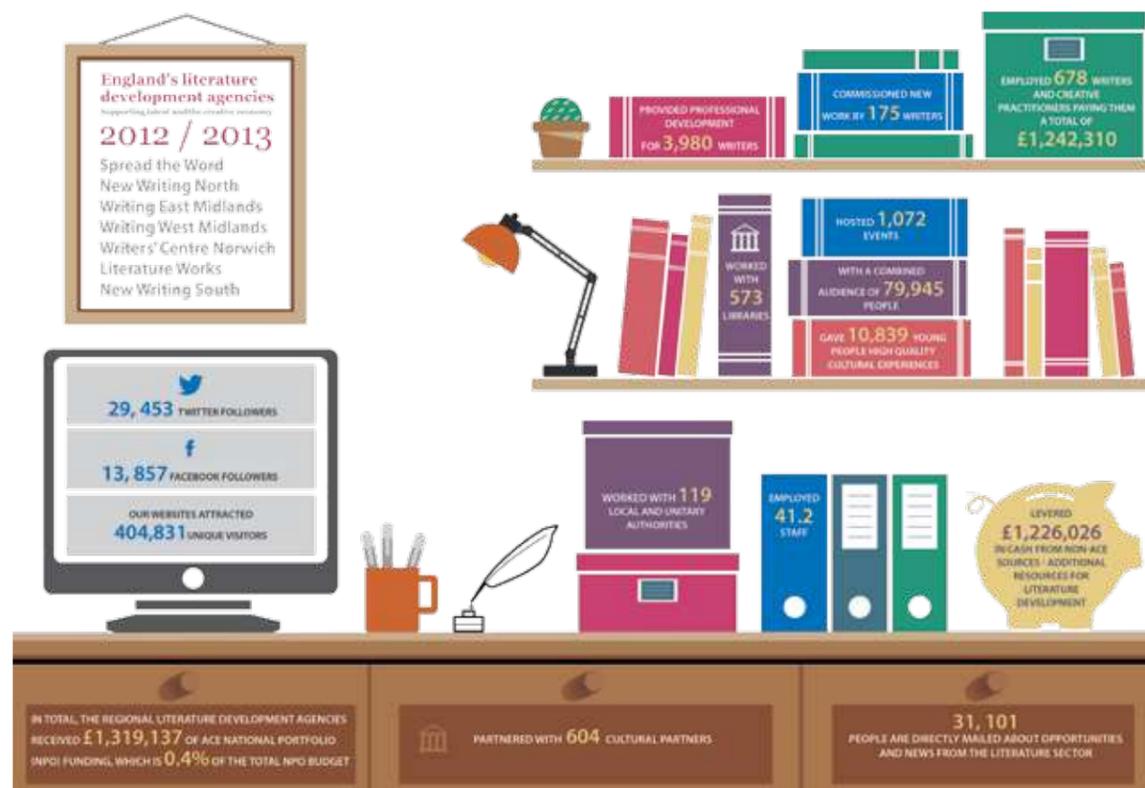


Literature Works is a lead partner in the Causley's House Project in Cornwall



## KEY ACTIVITIES 2013-2018

	1 Developing Writers	2. Developing Audiences	3 Developing Strategy	4 Developing Investment	5 Developing Resources
A Literature Fundraising Centre	✓	✓	✓	✓	✓
B Grassroots Literature and Evaluation Programmes	✓	✓	✓	✓	✓
C Literature Works Online	✓	✓	✓	✓	✓
D Regional, National and International Strategic Projects	✓	✓	✓	✓	✓
E Sector Development Activities	✓	✓	✓	✓	✓
F Strategic relationship with ACESW and other funders	✓	✓	✓	✓	✓



## KEY ACTIVITIES IN DETAIL

Literature Works prepares detailed activity plans for each year. Forecast budgets, fundraising targets and strategic programmes are agreed at an annual Board planning meeting held every January. This ensures we are able to respond to the successes and challenges of the previous year and prepare for the coming year whilst remaining flexible to take on opportunities as they arise.

The majority of our regional programmes are planned on a two year rolling basis to support cash-flow and we maintain a detailed financial and activity based forecast for Core and Project activities. Here are some examples.

### LITERATURE FUNDRAISING CENTRE WITH PLYMOUTH UNIVERSITY

#### A: Literature Fundraising Centre

We are in a unique position to broker partnerships, programmes and activities that align and network the resources of the literature sector to extend the value and quality of investment from national, regional and local initiatives. We have established an exciting partnership with Plymouth University to study and advocate towards effective and sustainable investment into the literature sector regionally, nationally and internationally through fundraising in a constantly changing environment.

This research partnership will:

- Research and understand patterns of literature investment regionally, nationally and internationally
- Research and advocate for sustainable community fundraising, capacity and efficiency in the literature sector
- Research evidence bases as arguments for literature investments
- Research and pilot projects to increase support and investment opportunities for our most talented emerging and established writers
- Research and pilot projects to understand and find models for investment and career progression in the literature development, writing and publishing spheres as they change rapidly as a sector
- Research entrepreneurial skills and shared knowledge between commercial and public sectors in the literature sphere



Literature Works First Page Prize Winner Mary Paulson-Ellis receives her prize on our behalf from Emma Turnbull of Creative Scotland. Mary says, "Winning the First Page Writing Prize was my perfect, early Christmas present. Not only did it deliver a very generous cheque which bought me some dedicated time to work on my novel, but also an insightful and enthusiastic critique of my first three chapters from a top industry professional. Perhaps the most important aspect of my win, however, was the confidence it gave me to approach a literary agent with my manuscript. If it hadn't been for the prize I'm not sure I would have done that. My second perfect Christmas present was when she took me on."

## KEY ACTIVITIES IN DETAIL

### B: Grassroots Literature Programme

Literature Works fundraises for and delivers the Grassroots Literature Programme, which is a small grants scheme for awards under £500 for literature activity in the South West region.

Our Grassroots Literature programme works year round in partnership with other organisations to provide activity and programmes to reach across our area, particularly amongst communities and for work which would otherwise struggle to gain funding.

The Grassroots Literature programme typically provides awards under £500, generally between £40 and £400, to help communities get involved with

reading and writing, particularly in areas where funds might be hard to find, or events and projects are not already happening. This funding provides the seed for the development of new quality work involving South West writers which has catalysed local support and funding at a rate of at least £3 for every £1 we invest.

The Grassroots Literature Programme is the central sponsorship we offer to corporate and private organisations and individuals and offers a way for our partners to provide support to readers and writers in their area.

Literature Works has funded small festivals, library and school visits, author visits, reader group activities and writing workshops all over the South West.

Cornwall poet Sally Crabtree raising the roof at a Literature Works funded workshop



Kate Mosse at Plymouth International Book Festival. Plymouth International Book Festival is a major partnership between Literature Works and University of Plymouth. Kate Mosse said, "I believe the Plymouth Festival will become one of those festivals that all writers will want to go to."

## KEY ACTIVITIES IN DETAIL

### C: Literature Works Online

Literature Works provides a central online resource for everyone working in the literature sector in the South West.

Through our website, blogs and other social media we provide a network of support, advice, news and opportunities to enable the literature sector to thrive. Our South West Writers Directory promotes writers in our region, connecting them to opportunities and employment.

We provide the only central Literature Events calendar serving the region and this provides a resource to help others plan and find activities and festivals throughout the year - developing audiences and connecting partners.

### D: Library Fundraising

As the regional fundraising partner for Libraries, Literature Works is able to increase investment into libraries in ways which extend the value of the work they do.

Literature Works champions libraries across the region as being the backbone to reading development. In partnership with the 15 Local Authorities and South West Regional Library Service members in the South West we are developing a Reading Development Strategy. The Reading Passport is the largest regional adult reader scheme for reading development, bringing new audiences to literature and members into libraries.

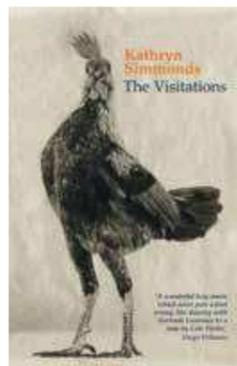
We have catalysed over £300,000 into the South West's libraries since 2012 and our target is to double this investment by 2018.

### E: Regional, National and International Strategic Projects

Literature Works maintains and delivers a wide range of regional, national and international partnership projects, for example:

- Membership of National network of Literature Development Agencies

- Plymouth International Book Festival
- Charles Causley's House project, and Poet in Residence programme working in consortium with Cornwall Council.
- Read South West Reading Development and the Reading Passport project
- National Trust and other national partners
- Reading Development Strategy
- Young Writer Network
- Grassroots Literature Programme
- Libraries and Reading Development



Charles Causley Trust Poet in Residence Kathryn Simmonds. Her collection 'The Visitations' was published during the residency. Literature Works manages the residency and is a lead partner in the Causley's House project.

### F: Sector Development

Literature Works is dedicated to developing and supporting the literature sector at a strategic and regional level:

- Specialist conferences
- Young Writer Squads
- Enterprise support for Writers/ Bursary Scheme.
- Research
- Career progression
- Fundraising development and research

### G: Strategic Relationship with Arts Council England

Literature Works was developed by a steering group led by Arts Council England South West (ACESW), and retains ACESW priorities at its heart. We will continue our strong partnership with ACESW to support ACESW in delivering its remit to the literature sector, working closely together on literature strategy for the South West region.

Charlie Higson at Plymouth International Book Festival

## RISK MANAGEMENT

The Board of Trustees undertake risk assessments on an annual basis as an ongoing part of their responsibilities at Board meetings. Financial risks will be managed through monthly reporting by

the CEO to ensure the Board have three months notice of any changes to financial positions which require them to intervene. A reserve policy is in place.

## EQUALITY ACTION PLAN

Literature Works is committed to supporting diversity and equality in the arts by encouraging talent and increasing opportunities

for more diverse audiences and writers to take part in development, activities and events.

## SUSTAINABILITY ACTION PLAN

Environmental sustainability is an increasingly critical issue for the future of the arts. Literature Works formalised our own approach to

sustainability by putting in place a sustainability action plan in 2013, supported by Arts Council England and Julie's Bicycle.



TOP  
Charles Causley Trust Poet in Residence Kathryn Simmonds presents Causley Trustee Ron Tamplin with a handmade visitor's book for the refurbished property. Literature Works manages the residency programme in partnership with Cornwall Council.

MIDDLE  
Jim Causley performing at the welcome event for Poet In Residence Kathryn Simmonds

BOTTOM  
Winner of first Charles Causley Poetry Competition, Jo Bell. The competition is administered by Literature Works.



Sir Andrew Motion, Patron of Charles Causley Trust, pictured in the fully restored study in Charles Causley House. Literature Works is a key partner in the Causley House project.

# BOARD, GOVERNANCE AND MANAGEMENT

Literature Works is a company limited by guarantee and a registered charity. The organisation's governance is provided by an independent Board of Trustees. Our Patron is Helen Dunmore.

## Our Patron

Literature Works' Patron is Helen Dunmore. Helen Dunmore is a novelist, poet, short story and children's writer. Among other awards she has received the Orange Prize for Fiction, the MacKitterick Prize, the Poetry Society's Alice Hunt Bartlett Award, the Signal Award for Poetry and the Nestlé Children's Book Prize Silver Medal. She was the winner of the 2009 National Poetry Competition. She is a Fellow of the Royal Society of Literature and a former Chair of the Society of Authors.



Helen Dunmore, Patron, Literature Works

## Trustees

Literature Works is represented by Trustees who bring a high level of skills and networking ability to the organisation. Future Trustees are always sought to ensure that the organisation has a wide range of key skills represented, for example in:

- Literature sector
- Marketing and communications
- Legal
- Financial
- Fundraising
- HR and employment
- Grant giving and management
- HEI's
- Publishing
- Writing and Reading

## Executive Team

Literature Works has a very large remit over the largest geographical region in England and one of our major challenges is to provide our services within a small resource. We must ensure that our programmes are deliverable and sustainable through secure and reliable partnerships with high quality delivery partners that build in all dedicated staff requirements and resources from the beginning. We plan all our project activity on the principles of full-cost recovery.

Literature Works' Executive Team will remain a small, central team of high expertise, supported by administration and financial administration on a part-time or on demand basis.



Charles Causley Trust Patron Sir Andrew Motion, Literature Works Chair Dr Joan Chandler and Literature Works CEO Tracey Guiry at the opening of Charles Causley House, July 2014.



Literature Works CEO, Tracey Guiry

The **CEO** is responsible for the strategic planning, financial and critical success of the organisation, including fundraising, networking and securing and maintaining partnerships. The CEO shares responsibility for some partnership project delivery in terms of mentoring or sharing areas of her expertise (fundraising, business planning, arts management).

The **Development Director** is responsible for strategic planning and project management.

**Administration** support provides day to day upkeep of the Literature Works office emails, telephone messages, communications, website and digital communications channels, and also the administration of the Grassroots Literature Programme.

There will be projects and programmes which need additional staff, and Literature Works will raise the funds for these posts on a project by project basis. All costs of dedicated staff will be secured on a full cost recovery basis and these staff will also more usually be based at project host organisations around the region, and not with Literature Works head office. Due to the nature of our work, which fluctuates with demand and supply, this form of employment mitigates against the risk of unsustainable overheads when projects are completed.

**Financial management** is supported through part-time freelance SAGE/Accountant services which report to the CEO.

Literature Works has adopted rigorous financial controls. Day to day finances are the responsibility of the CEO, who produces a monthly statement of accounts with notes to the Board of Trustees. Literature Works operates within England's company law and within charitable law aiming for best practice regulation in meeting financial controls and regulations.

## Literature Champions

Literature Works will work towards providing a network of 'Champions' who will support our fundraising and advocacy, who are based within communities working at a local engagement level in line with the localism agenda, and also those with a significant local, regional, national and international profile.

## Adding value

Literature Works' role is to add value and strategic direction to what other organisations can do and to raise the quality of writers, writing and reading across the board. We also advocate the use of literature as the source material for other programmes – e.g. literature and health, economic planning, environmental working and wider education and curriculum use.

## Volunteers

Crucial to the delivery of our projects are the volunteer support available from our University and Library partners. Literature Works has developed a volunteering policy which it uses to provide volunteer management for its own, and its partners', projects. We are committed to providing valuable and useful work experience for our volunteers and of the volunteers who have worked with us, 100% have gone on to find full-time work in the literature sector.



Lemn Sissay MBE  
in Peninsula Arts Gallery during  
Plymouth International Book Festival.  
Lemn Sissay is Patron of the Letterbox  
Club and Founding Coram Fellow 2014.

## ABOUT LITERATURE WORKS

w: [www.literatureworks.org.uk](http://www.literatureworks.org.uk)  
e: [info@literatureworks.org.uk](mailto:info@literatureworks.org.uk)

**Registered Office**  
Exeter Phoenix  
Bradinch Place  
Gandy Street  
Exeter  
EX4 3LS

Company Limited by Guarantee,  
registered at Companies House  
Company Ref: 06858956

Charity Registered in England  
Charity Ref : 1132586

**Board of Trustees**  
Dr Joan Chandler  
Sarah Duncan  
Tony Parry  
Jayne Clemens  
Prof Dafydd Moore  
Ron Johns

**Executive Staff**  
Tracey Guiry – CEO  
Alex Cluness – Development Director

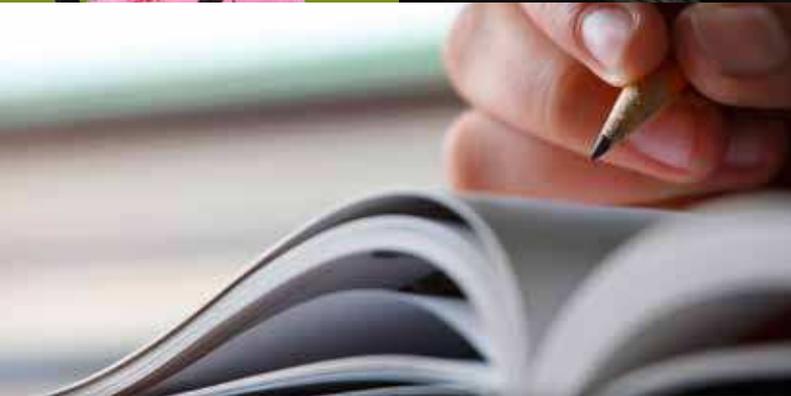
**Financial Management**  
Clare Papenfus Totally Office

**Chartered Accountants**  
Lang Bennetts Chartered Accountants  
Truro, Cornwall  
TR1 1DG

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**ARTS COUNCIL  
ENGLAND**  
LOTTERY FUNDED

Literature Works  
can bring more  
creative reading and  
writing projects to  
those who might  
otherwise miss out.  
Projects that help to  
inspire lives, broaden  
horizons, change  
outlooks and create  
new opportunities  
in work and life –  
helping many to  
turn a new page.

Helen Dunmore, Patron, Literature Works



Photography by:  
Plymouth University  
Literature Works  
Creative Scotland  
Steve Tanner  
Stephen Charles Studio

## Literature Works

**Literature Works**  
Exeter Phoenix  
Bradinch Place  
Gandy Street  
Exeter  
EX4 3LS

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Registered Charity: 1132586

[www.literatureworks.org.uk](http://www.literatureworks.org.uk)



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