

2019/2020

Organisational Report #3

Period covered: 1 October – 31 December 2019



Nant Writers' Retreat Cottage, Tŷ Newydd Writing Centre.

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How to read this report

- This report is an amalgam of the **ACW Funding Requirements** proforma (which focuses on our three Key Measures of Success plus two additional items) and **our internal reporting requirements** on both the organisational impact and outcomes we hope to achieve, plus our **operational Measures of Success** and **new** **Learning Points**.
- Whilst it focuses on **progress from 1 October – 31 December 2019**, it also offers accumulated progress since 1 April 2019.
- The targets featured are **for year 1** (2019/2020) of the 4-year lifespan of the 2019-2023 Strategic Plan. These targets represent our ambitions, linked to the projects in our current activity and operational programme and current demographic, political, economic and social trends. Some of our projects are dependent on sourcing additional external funding, and some may be adapted or become unfeasible during the development process. Some projects will be affected by factors outside our direct control. For these reasons, **these targets are a forecast of what success will look like and may be subject to reasoned revision**.
- The Senior Management Team receives this report plus another* at a more granular project level which focuses on monthly progress towards project KPIs and project learning points. The Management Board can request to see this as required and may choose to do so periodically as best practice.

Highlights

Organisational

- Literature Wales' second annual **Stakeholder Survey** was live, capturing feedback on how we're doing so far.
- **Our Impact** section added to the Literature Wales website to demonstrate compelling evidence of how our work delivers value to the sector, to society and to the taxpayer.

Activity

- **Tŷ Newydd Writing Centre's** 2020 programme of open courses was launched. Over 60 writers are featured in the programme, including several best-selling authors, laureates, and award-winning poets.
- Over 64,200 Welsh-language postcards for National Poetry Day were distributed to schools and libraries across the UK as part of the **Bardd Plant Cymru** project.
- **Her 100 Cerdd** returned in October for the seventh year in a row. 4 poets composed a total of 100 original, Welsh-language, poems in just 24 hours as part of the National Poetry Day celebrations.
- 8 writers' profiles from under-represented backgrounds were featured through our external communication channels as part of **Platforming Under-represented Writers**.
- 10 new, writer-led, projects which aim to inspire and empower some of our most marginalised communities through participation in targeted literary activities were supported through the **Literature for Well-being** Funding Scheme.

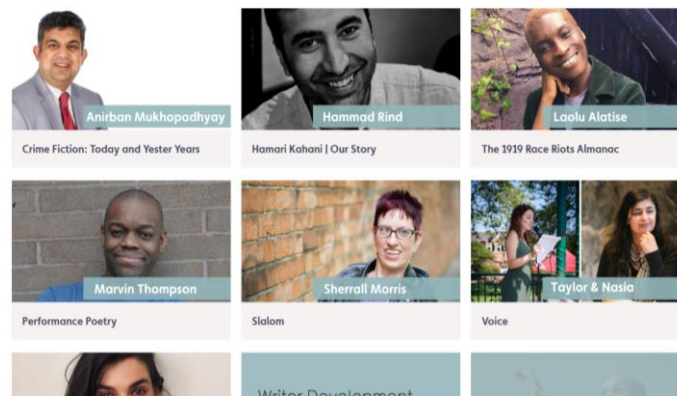


Operational

- Public versions of **Organisational Reports #1 and #2** were made available to view and download on the Literature Wales website.
- An all-staff internal training session was held on the new **Procurement, Trustees Remuneration and Travel & Subsistence policies**.
- An all-staff training half-day on **Unconscious Bias** was provided by an external contractor, and the Senior Management Team attended a **Line Management Reflection** session run by Sarah Drummond to end our Resilience Programme offer.



The Reading Agency and **Reading Friends** chosen for Times Christmas Appeal 2019. Discover more [here](#).



8 emerging writers showcased as part of **Platforming Under-represented Writers** Funding Scheme.



Her 100 Cerdd challenged 4 poets to produce 100 Welsh-language poems in 24 hours.



Innovative and inclusive projects launched for with a variety of groups including prisoners and refugees.



Rising Stars Wales launched in partnership with Firefly Press to find talented children's poets from BAME backgrounds.



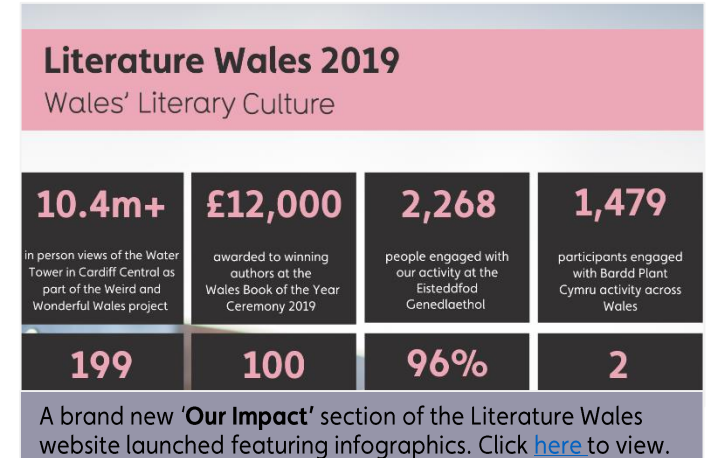
National Poet of Wales performed at the Transpoesie Festival in Brussels to showcase Wales' Literary Culture.



Young Critics Weekend at Tŷ Newydd as part of Educational Offer. Click [here](#) to read about one participant's experience.



12 early career writers participated in a bespoke industry and networking day at **Hay Winter Weekend**.



Organisational Impact & Outcomes

| | Target for 31 March 2020 | Current Progress 1 October – 31 December 2019 | Method of data capture |
|-----------------------------|---|--|-----------------------------------|
| Organisational Impact | We will be on our way to empowering, improving and brightening the lives of our clients, contributing to their greater well-being and that of Wales' society, economy and culture | Our Longitudinal Survey 2019-2022 questions a representative sample of 10 clients biannually on Literature Wales' impact and outcomes. All of the clients have completed the first survey. A comparison analysis of Survey #1 and Survey #2 (which will be sent in Feb 2020) will be presented in the summer. We are also in the process of identifying three new individuals to partake a Longitudinal Survey 2020-2023 to increase the breadth and sustainability of the sample, with the aim of increasing the representativeness and reliability of the research. Below are extracts from two clients' qualitative feedback: | 2019-22 Longitudinal Survey |
| Organisation al Outcomes | Our clients will be on their way to having: <ul style="list-style-type: none"> ▪ Improved spoken and written skills ▪ Increased self-confidence ▪ Increased employability ▪ A decreased sense of isolation ▪ A decreased risk of, and increased resilience to, mental illness ▪ Exposure to new worlds, philosophies, cultures ▪ Increased ability to empathise ▪ Increased multilingual skills | <p>"Even if the masters don't get your work, that doesn't mean that you don't belong. Truth is my strongest currency. My eyes on the world matter as much as anyone else's..."</p> <p>Longitudinal Survey Participant 2019-2022</p> <p>"I believe that my personal skill set has grown through my engagement with Literature Wales supported projects over the past five years. I can't imagine how I could have applied for, been given, and accepted the role of Children's Laureate without the support and time they have invested in my personal development."</p> <p>Longitudinal Survey Participant 2019-2022</p> | |

Organisational Outputs

Activity Key Measures of Success: **Participation**

| Targets for 31 March 2020 | Current Progress 1 October – 31 December 2019 | Overall Progress 1 April – 31 December 2019 | Method of data capture |
|---|--|--|---|
| The proportion of Wales' population participating in creative writing has increased by 0.6 percentage points to 8.8% by 2020 , equating to an extra 20,700 people | The Arts Council of Wales Omnibus Survey on arts participation for 2019 will be published in April/May 2020. | As left. | Arts Council of Wales Omnibus Survey on arts participation |
| At least 106,000 creative participants and audience members engage in our activity annually | Between 1 October – 31 December 2019, 21,584 creative participants and audience members have engaged with a Literature Wales delivered or supported activity. The key perennial participation projects (e.g. Lit Reach) are entering their delivery phases, so this figure will increase further before the end of the financial year. | A total of 68,135 creative participants and audience members have engaged with a Literature Wales delivered or supported activity so far. | Our project progress and evaluation reports |
| At least 17% of our creative participants identify with one or more of our Target Client Characteristics | The Equality & Diversity form has now been finalised and distributed to a representative sample of participants involved in our projects including the Literature for Well-being, Bardd Plant Cymru and Platforming Under-represented Writers. We will then roll-out to projects we partner on and facilitate. The results will be presented in Report #4. | N/A | Our project progress and evaluation reports and Equality & Diversity monitoring |
| At least 17 creative participants are directed to our writer development opportunities annually | 248 creative participants have been directed to our writer development opportunities. For example, in October, a participant who took part in a project in Bangor as a client at the Abbey Road Mental Health Centre, received a bursary from us to attend a Writing to Heal course at Tŷ Newydd. He has gone on to start and run his own writing group at the centre as facilitator. | A total of 357 creative participants have been directed to our writer development opportunities so far. | Our project progress and evaluation reports |

Organisational Outputs

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

| Targets for 31 March 2020 | Current Progress 1 October – 31 December 2019 | Overall Progress 1 April – 31 December 2019 | Method of data capture |
|--|---|---|---|
| We provide at least 140 creative and professional opportunities for early career writers annually | We have provided 101 creative and professional opportunities for early career writers. For example, in November 2019, 12 early career writers participated in a bespoke industry and networking day at Hay Winter Weekend, run in partnership with Hay Writers at Work. | Overall, 223 creative and professional opportunities have so far been provided to early career writers. | Our project progress and evaluation reports |
| There are at least 5,000 unique page views of our online writer development information annually | Our online writer development information has received 6,823 unique page views and 8,694 total page views in this period. | There has been a total of 24,510 unique page views and 31,562 total page views of our writer development information since 1 April 2019. | Google analytics |
| A total of 4 young writers (aged 16-30) are provided with sustained support annually | 40 young writers under the age of 30 are currently received sustained support. For example emerging poet Taylor Edmonds was a successful recipient of the Platforming Under-represented Writers Scheme and was also selected for the Rising Stars Wales 2020 Award. We will track the impact of these opportunities on her professional development through our Longitudinal Survey 2019-2022. | In total, since April 2019, 65 young writers between the ages of 16-30 have been provided with sustained support from Literature Wales. | Our project progress and evaluation reports |

Organisational Outputs

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

| Targets for 31 March 2020 | Current Progress 1 October – 31 December 2019 | Overall Progress 1 April – 31 December 2019 | Method of data capture |
|--|--|---|---|
| At least 15 established writers and 17 literary works are engaged in high-profile projects annually | 122 established writers and 139 literary works engaged in our high-profile projects. This total includes the <i>Sunday Times</i> best-selling author, Clare Mackintosh, who came to tutor our 'Writing Crime and Thrillers' course at Tŷ Newydd in November 2019. | In total, 185 established writers and 223 literary works have engaged in our high-profile projects. | Our project progress and evaluation reports |
| We will collaborate on and facilitate at least 2 partnership and exchange projects outside Wales annually | We have collaborated on and facilitated 7 partnership and exchange projects outside of Wales . For example, as part of the UNESCO year of indigenous languages celebration in November, our Chief Executive, Lleucu Siencyn chaired a panel discussion featuring the National Poet of Wales, Irish writer Ciara Ní É, and Scottish performance poet Marcas Mac an Tuairneir. The writers discussed language, literature and identity whilst reading extracts from their work. | We have collaborated on and facilitated a total of 16 partnership and exchange projects outside of Wales since 1 April 2019. | |
| Through our intervention, at least 2 commissions per year are awarded to established writers by other organisations | 20 commissions have been awarded to established writers through our interventions. For example, a Welsh poem by Ifor ap Glyn was shared on public transport around Brussels, translated to Dutch, French and English to showcase Wales' Literary Culture. | 27 commissions have been awarded to established writers by other organisations through our interventions. | |
| A minimum of 2 early career writers engage with our high-profile opportunities annually | 25 early career writers have engaged with our high-profile opportunities. For example, the annual Cwrs Olwen was held Tŷ Newydd, with 13 young writers who have won literary prizes in 2019 coming together for writer development workshops. | 31 early career writers have engaged in our high-profile opportunities. | |

Organisational Outputs

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

| Targets for 31 March 2020 | Current Progress 1 October – 31 December 2019 | Overall Progress 1 April – 31 December 2019 | Method of data capture |
|--|---|---|--|
| 70% of our data from our activity and operational projects is stored in our central monitoring & evaluation (M&E) hub | The data stored in our central M&E hub has increased by approximately 20 percentage points in the above period (from 35 to 55%). This is as a result of our new monthly data collection methods as part of the Monitoring & Evaluation Framework. Staff are required to input data on a monthly basis. This includes postcode data for activity and tracking the development stage of our projects. | To date, approximately 55% of data is stored in our M&E hub. As the majority of the questionnaires are still open, a more accurate percentage will be presented at the end of the financial year in the Report #4. | Our project progress and evaluation reports and annual MARCOMMs survey |
| 1 Annual Report communicating our impact has been circulated | We are now in the early stages of planning the 2019-2020 Annual Report. A brief overview of our year, based on the infographics and activity highlights that we tested in the new launched 'Our Impact' section of our website, will be produced in May 2020 for external communications. The official Annual Report with financial statements will be presented to and approved by the Board of Directors in autumn 2020. | 1 Annual Report communicating our impact has been circulated. | |
| 12 monthly and 4 quarterly evaluation reports have been produced | This is the third of the quarterly evaluation reports. We've established a standardised, monthly internal data collection system after amalgamating all reporting requirements. SMT will receive the first monthly internal reporting spreadsheet in March 2020, which tracks progress towards project KPIs and learning points. From now on, public versions of the quarterly evaluation reports will be made available on our website. | 3 quarterly evaluation reports and 0 monthly evaluation reports have been produced to date. | |
| 70% of new or perennial projects are pitched to SMT, and all reference learning points from our analysis | As part of the current Strategic Plan development work, we are currently discussing whether to further formalise the project pitching process. No new or perennial projects have arisen during this period. | To date, 66% of the new projects we are working on have been proposed and discussed at SMT meetings. | |

Organisational Outputs

Operational Measures of Success: Human Resources

| Targets for 31 March 2020 | Current Progress 1 October – 31 December 2019 | Overall Progress 1 April – 31 December 2019 | Method of data capture |
|--|---|---|--|
| 40% staff have attended at least 3 cross-team training sessions | 4 cross-team training sessions have taken place. All staff members attended 2 training sessions on new and updated policies (Trustee Remuneration/ Procurement/Travel & Subsistence) and the EDI Action Plan. External consultants delivered training to all staff on Unconscious Bias, and to SMT on Line Management. | A total of 8 cross-team training sessions have taken place so far, attended by an average of 80% of staff . | Our project progress and evaluation reports |
| At least 2 staff have benefitted from sustained professional development opportunities (e.g. courses) | 2 staff members are benefitting from sustained professional development during this period. Our Finance Officer is undertaking an AAT Level 4 accountancy qualification and our Creative Intern is undertaking a programme of training and business mentoring as part of the Arts & Business Creative Internship Scheme. | A total of 3 staff members have so far benefitted from sustained professional development so far. | |
| Staff job satisfaction ratings have increased by at least 7% | A staff well-being survey will be conducted after the Organisational Review and as part of the Staff Well-being Plan. This will provide baseline data for this target. | As left. | Company culture analysis as part of the Staff Well-Being Plan and the PDRs |
| At least 5% of our employees, volunteers, contractors and Directors identify as BAME and 5% have disabilities, and 1 of these is in a senior position on the staff and Board (pending vacancy availability) | 11.45% of our employees, volunteers, contractors and Directors are individuals from Black, Asian and Minority Ethnic backgrounds and 3 of these are in senior positions. 0% of our employees, volunteers, contractors and Directors have disabilities, although we have just agreed terms for a mobility impaired intern to start in April 2020. There were 3 appointments in this period. | As left. | Our project progress and evaluation reports |
| We will have worked with at least 7 volunteers | We have worked with 25 volunteers in the above period. One of our regular volunteers is a participant in the Longitudinal Survey 2019-2022, so we will track how their engagement with our activities has impacted on their professional development. | We've worked with a total of 63 volunteers since 1 April 2019. | |

Organisational Outputs

Operational Measures of Success: Tŷ Newydd Writing Centre Business

| Targets for 31 March 2020 | Current Progress 1 October – 31 December 2019 | Overall Progress 1 April – 31 December 2019 | Method of data capture |
|--|---|--|---|
| Friends of Tŷ Newydd Scheme launched, and at least 30 new Friends join | The Head of Tŷ Newydd Writing Centre is currently developing the Friends of Tŷ Newydd scheme, which will operate alongside the Friends of Literature Wales. | As left. | |
| New specifications of works created by architects for urgent repairs needed on the conservatory | This is being discussed with architects, with the approximate fee forecast within the 2019/2020 Tŷ Newydd Works cost centre. | As left. | Our project progress and evaluation reports |
| 2 bedrooms refurbished to a high-standard | No bedrooms were refurbished in this period, but new items have been purchased to upgrade a selection of rooms, including new beds for the Lloyd George and Frances master bedrooms. | 1 bedroom in total has been refurbished to a high-standard. | |
| At least 85% of Tŷ Newydd Course attendees agree that their visit helped them progress as an author, and 90% state that they will return to the centre in the future | Since April 2019, 86% of attendees agreed their visit helped them progress as an author, and 79% said they would return. The full set of results will be presented in Report #4. | As left. | |

Organisational Outputs

Operational Measures of Success: **Governance & Consultation**

| Targets for 31 March 2020 | Current Progress 1 October – 31 December 2019 | Overall Progress 1 April – 31 December 2019 | Method of data capture |
|--|--|--|---|
| Survey a representative pool of at least 70 individuals from stakeholder groups and representing strategic partners at least once a year | In December 2019, our second stakeholder survey was published online and distributed to a full range of over 800 targeted stakeholders. It was completed by 85 individuals . One client said: 'The Strategic Plan is really concise, clear and easy to read. I think the design really complements the content and makes it an interesting document...' | 1 stakeholder survey has been completed by a sample of 85 individuals . | Our project progress and evaluation reports |
| Interview or discuss our work with a representative network of at least 15 Critical Friends at least once a year | We met with 1 Critical Friend and interviewed them on our Strategic Plan, last year's consultation process and progress so far. | In total, we have met with 17 Critical Friends since 1 April 2019. | |
| Convene 2 Management Board Advisory Group meetings, 10 SMT Operations meetings and 1 cross-staff Creative Planning session annually | 1 Management Board Advisory Group meeting took place. 3 SMT Operations meetings have taken place. The next cross-staff Creative Planning day is planned for March 2020. | In total, 3 Management Board Advisory Group meetings, 7 SMT Operations meetings and 1 cross-staff Creative Planning session have taken place. | |
| Share analysis of stakeholder feedback via monthly and quarterly evaluation reports, and reference it in decision-making | Stakeholder feedback was shared with Directors during Management Board #34, and all staff and SMT as part of the current Strategic Plan revision. Analysis of future feedback will be shared when available in stand-alone report form to avoid the loss of detail. | As left. | Project pitches and meeting minutes |

Organisational Outputs

Operational Measures of Success: **Sector Facilitation**

| Targets for 31 March 2020 | Current Progress 1 October – 31 December 2019 | Overall Progress 1 April – 31 December 2019 | Method of data capture |
|--|--|---|---|
| Directly deliver no more than 10 projects annually | Literature Wales is currently directly delivering 10 projects ; Writer Training & Shadowing; Llên Pawb Lit Reach; Children's Laureate Wales; Tŷ Newydd National Writing Squad; Writers' Bursaries; Writers' Mentoring Scheme; Tŷ Newydd Creative Writing Courses; Wales Book of the Year; and National Poet of Wales. | Since April 2019, Literature Wales has been directly delivering 10 projects in total. | Our project progress and evaluation reports |
| Support at least 20 partner-led projects as facilitators or secondary partners annually | We have supported 21 partner-led projects as facilitators of secondary partners during this period. For example, we joined forces with The Scottish Poetry Library and Forward Arts Foundation to create a set of six unique poetry postcards for National Poetry Day 2019. The project supported the UNESCO Year of Indigenous Languages with poems included in Gaelic, Cornish, Welsh, Scots and Manx. | Overall we have supported 81 partner-led projects as facilitators or secondary partners. | |
| Provide funding and/or in-kind support to at least 150 individuals, groups and organisations annually | Between October and December, we completed over 321 hours of facilitation work for the sector to 303 individuals, groups and organisations . For example, we met with the CEO of Vale and Community Arts to share best practice on running an arts charity. We supported the charity by sharing our policies, the long version of our Strategic Plan, information on the Trusted Charity Mark and the Weston Jerwood Toolkit. | In total, we have completed over 760 hours of sector facilitation to 607 individuals, groups and organisations . | |
| Have stimulated at least 4 new self-run sustainable literary projects in areas of need | 8 new self-run sustainable literary projects in areas of need have been stimulated. For example, in October the Housing Association Melin Homes began their self-funded writing workshops, which were developed following success of Lit Reach project 2018/19 led by Mike Church. | Overall, 14 new self-run sustainable literary projects have been stimulated in areas of need since April 2019. | |

Additional ACW funding requirements

Nant Redevelopment

| Targets for 31 March 2020 | Current Progress 1 October 2019 – 31 December 2019 | Overall Progress 1 April – 31 December 2019 | Method of data capture |
|---|--|--|--|
| Redevelopment of Nant Cottage completed and open to customers by August 2019 | Nant has continued to welcome a variety of customers through its doors, including an emerging writer, who met with staff to discuss how we could support the development of her craft, and the National Poet of Wales. | The Nant redevelopment was completed on 28 June 2019 and it is fully open to customers. | Nant update reports and our quarterly accounts |

Evaluation*

Organisational & Operational Learning Points

Organisational Learning 1 October – 31 December 2019

- Wales is far behind other UK nations in tackling **low representation** of individuals who identify with Protected Characteristics within our literatures and writing community. This is even more marked in the Welsh language. Tackling the problem requires sector-wide commitment to change.
- However tempting, sharing **best practice on working in Wales** to address ill-informed partnership approaches and projects would be counter-productive as it messages that the doors are closed.
- Our current partners, and our approach to **partnership working**, requires review. We need to ensure we are building meaningful, strategic relationships which help us deliver on our Key Measures of Success, or bring political or financial capital, in line with Our Values.
- Our **2019 Stakeholder Survey** told us that our increased efforts to address Equality & Representation in the sector is being noticed, but that other changes (e.g. greater transparency in procurement) have not yet gained attention.

Operational Projects 1 October – 31 December 2019

- **The stakeholder survey sample size** (65 English / 20 Welsh language respondents), which was further reduced for certain questions, led to some unreliable and unrepresentative results. Next year, we need to promote it more actively and release in November to avoid the run-up to the winter break. We also need to seek feedback from individuals who aren't currently aware of us.
- **Staff training** on new or heavily updated policies was well-received and needs to become standard practice.
- The **Line Management Reflection session** for SMT was valuable and the 'Good Line Management at LW' principles we developed could be incorporated into job descriptions and annual HR Appraisals.
- We distributed our new and updated **Equality and Diversity Monitoring Form** to a representative sample of our clients. However, in December 2019, it was highlighted that the Census 2021 did not allow individuals from BAME background to identify as Welsh. In response to this, we altered our form to enable clients to disclose both their nationality and ethnicity.

* NB – We are trialling the inclusion of evaluation content in this report. Further content will become available as the Monitoring & Evaluation reports for each project are submitted in March 2020.

Evaluation

Activity Learning Points

| Activity | Learning Points 1 October 2019 – 31 December 2019 | Future Actions / Recommendations |
|--|---|---|
| Literature for Well-being Funding Scheme | The Literature for Well-being funded project ' Prison Heads ', led by writer Connor Allen, delivered one session per week over the course of a month. It suffered from discontinuous participant attendance, highlighting the unpredictability of working with 16-18 year olds within the prison system. | It would be more beneficial to deliver a more compression project over the course of one week to ensure the same young people attend, and stay focused and engaged. |
| Reading Friends | With two recent articles in <i>The Times</i> focusing on Reading Friends in Swansea and Conwy, it's been clear that as well as the obvious Health & Well-being benefit of the project, the 'volunteer story' has been a great communicable asset to drive interest and trust in a project and organisational brand. | We should more closely consider the use of volunteers in other projects we already run or are pitching for. |
| Platforming Under-represented Writers | The announcement of the successful applicants of the Platforming Under-represented Writers scheme earned impressive reach and engagement on our online platforms. As a result of this, we've been approached by a variety of organisations to share information about the development phase of the project and partner on the delivery of other initiatives for under-represented writers. | Our Representation & Equality Tactical Priority is still in development. However, the success of the project ensured us that as long as we remain transparent, honest and work in partnership with a range of writers, the sector will welcome initiatives led by Literature Wales that aim to diversify the sector. |