

2020/2021

Organisational Report #6

Period covered: 1 July – 30 September 2020



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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 one additional item) and **our internal reporting requirements** on both the organisational impact and outcomes we hope to achieve, plus our **operational Measures of Success** and **Learning Points**.
- The targets featured are **for year 2** (2020/2021) of the 5-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 SLT 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.
- Our **Key Measures of Success 2020/2021 may be slightly lower than those set in 2019/2020**. This is due to the current uncertainty of our activity and operational programme. We will **re-evaluate targets** at the end of financial year to ensure they are realistic to achieve in the COVID-19 pandemic.

COVID-19 Update

We continue to deliver a broad range of activity for audiences and writers across Wales.

Despite the ongoing restrictions on social interaction, we have ensured that the people of Wales have still been able to access and engage in literary activity. Our **Children's Laureate Wales** activity went digital as we invited schools to book bespoke workshops that could be attended in the safety of their classrooms. **Three call-outs**, in partnership with **Newport Mind**, **Voluntary Youth Arts Wales** and **Disability Arts Cymru** respectively were launched to identify artists to deliver targeted activity to our most vulnerable and marginalised communities.

We have designed a variety of projects to help the writers of Wales, in particular those working in freelance capacities, to deliver exciting literary activity for creative audiences and readers in Wales. In addition to the **20 projects** that we commissioned, we partnered with NDC to deliver a cross-art form digital film project, **Plethu/Weave**, where **16** poets and dancers incorporated styles to explore themes of their choice through artistic pairings.

Similar to many other organisations, we have had to alter, trial and test alternative ways of working to suit our audiences. Whilst this has often been challenging, we have used opportunities to our advantage to challenge our traditional outputs. For example, our **Virtual Programme of Courses at Tŷ Newydd Writing Centre** brought high-quality content to budding writers for a low-cost. Most workshops sold out just days after they were announced and writers at different stages of their career had the opportunity to tutor and share knowledge.

We were extremely proud of **Wales Book of the Year 2020** and the successful associated event programme. New partnerships, including with the BBC, meant we reached untapped audiences and the People's Choice Award delivered by Wales Arts Review received the most votes to date.

Literature Wales continues to remain resilient and responsive during the COVID-19, and the above highlights are just a few examples of the work we have been able to deliver. This Organisational Report offers an in-depth view of our progress in the previous months.



Visitor World Map at Tŷ Newydd Writing Centre

Highlights

Organisational

- Literature Wales continued to forge **new partnerships and deliver activity** despite the ongoing COVID-19 pandemic.
- We reflected on the importance of working towards a literary culture that reflects Wales' **talents and our rich, diverse communities** in light of the Wales Book of the Year Shortlist 2020.

Activity

- A successful **Wales Book of the Year 2020** ceremony delivered through a series of programmes on BBC Radio Wales Arts Show and BBC Radio Cymru.
- 'Bàrd, File, Bardd' - a three-nation poetry collaboration celebrating the cultural connections of Wales, Ireland and Scotland - premiered, digitally showcasing the **National Poet of Wales**.
- **Plethu/Weave** – a digital cross-art form collaboration in partnership with National Dance Company Wales - successfully released. It offers a range of dance/literary blend films exploring socio-political themes such as the Trans-Atlantic slave trade and mixed heritage.
- Call-out launched for Creative Practitioners to apply to deliver projects as part of the **Piece by Piece, Bridging the Gap** initiative in partnership with Newport Mind.
- Partnership with Voluntary Arts Wales launched seeking poets at all stages of their career, working in Welsh or English, to work with art groups throughout Wales as part of the **My Creative Time** project.
- **Children's Laureate Wales** offers deliver digital workshops to schools in light of new pilot delivery model.



Operational

- Welsh Lands and Lore project selected as one of the 33 new innovations funded in 2020 Clwstwr cohort after a successful **fundraising bid** and intensive application process.
- **Annual Report 2019/2020** produced to reflect and demonstrate the outcomes and impact of Literature Wales' Activity and Operational programmes since the launch of the Strategic Plan.
- A formal **consultation** period began for the **Professional Development Programme for Writers of Colour** as audiences, clients and partners share their insight on the potential delivery model.
- Open-ended **staff consultation** on COVID-19 related matters continues.

Virtual Course Writing for Young Adults

Tutors: Theresa Lola and Eloise Williams
Guest Reader: Rhian Ivory
Dates: 2 - 6 November 2020
Fee: £275 per person

For further information and to book a place visit our website:
www.tynewydd.wales



Tŷ Newydd Autumn 2020 Programme of Virtual Courses launched and promoted.



In partnership with Disability Arts Cymru, **Drawing the Word** participatory projects invited expressions of interest.



Our multilingual focus continues as **National Poet Wales** joined Irish and Scottish poets at Gŵyl Ffor Arall.

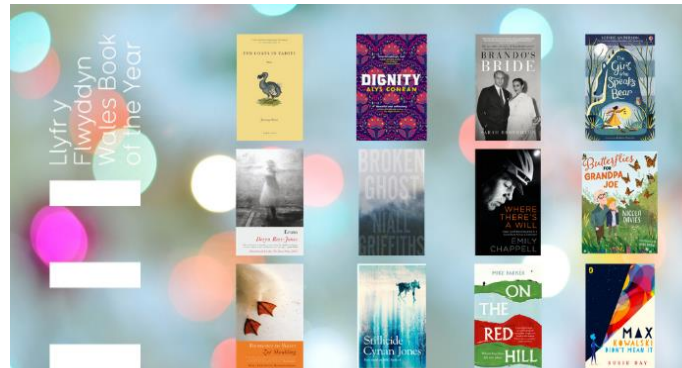


Ydych chi'n awdur o gefndir
Du, Asiaidd neu leiafrif ethnig?
Hoffwn eich barn!



Are you a Welsh writer / spoken word artist
from a Black, Asian or Minority Ethnic background?
We'd like to hear from you!

Survey launched to consult on the upcoming **Professional Development Programme for Writers of Colour**.

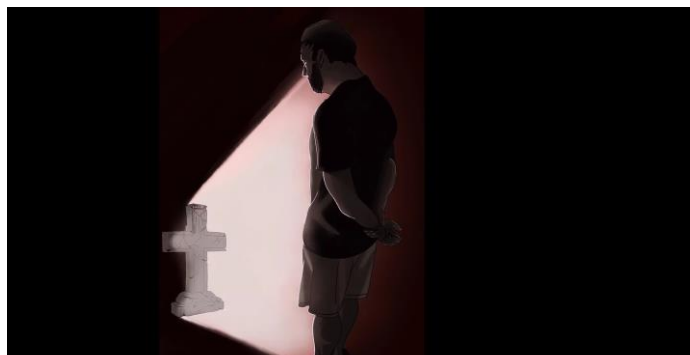


Wales Book of the Year winners announced on BBC Radio Wales Arts show and BBC Radio Cymru.

Gwersi Cynganeddu

dan ofal
Y Prifardd Aneirin Karadog

Free digital cynganeddu lessons offered in partnership with Barddas led by poet Aneirin Karadog.



Writer Commissions projects delivered for audiences across Wales, including Connor Allen's inter-disciplinary remix '27'.

GALWAD AGORED HER 24 AWR Y STAMP X LLENYDDIAETH CYMRU

24 ARTIST // 24 AWR // 24 DARN

Rydym yn gwahodd beirdd, awduron, dramodwyr, artistiaid, dawnsywyr, cerddorion a phobl greadigol eraill i roi awr o'u hamser i fod yn ddolen mewn cadwyn greu ar 1-2 HYDREF 2020.

Cyfle gyda thâl—am fwy o wybodaeth ac i fynegi diddordeb, cysylltwch:

GOLYGYDDION.YSTAMP@GMAIL.COM

[@HER24AWR](https://twitter.com/HER24AWR) [@YSTAMPUS](https://twitter.com/YSTAMPUS) [@LLENCYMRU](https://twitter.com/LLENCYMRU)

Call-out for 24 x 24 challenge launched in partnership with Y Stamp for **National Poetry Day**.



Plethu/Weave digital cross-art form projects are well received by audiences and the sector alike.



We said we will increase the accessibility and impact of creative writing participants in Wales.

We are doing this by advocating for the power of literature, engaging with under-represented communities and directing our clients to our writer development opportunities.

Since April 2019...

147,242

creative participants and audience members engaged in our activity

806

participants were directed to our writer development opportunities

11.5%

of adults in Wales engaged with participatory creative writing activities in 2019.*

20

new projects commissioned to entertain, inspire and educate participants during the COVID-19 crisis.

*Source: ACW Omnibus Survey 2019/2020
Figures from 1 April 2019 – 30 September 2020

Highlight: Participation

Delivering participatory activity is exceptionally difficult in the current climate. However, we have prioritised our creative participants and audiences by offering regular, accessible and relevant opportunities to engage with literature. For example, we launched two rounds of **Writer Commissions**, an initiative which funds writers to design and lead activities to **entertain, inspire and educate creative audiences, early career writers, children and participants** across Wales. Here are two examples currently being delivered under this project:

'27' | Connor Allen

- Writer **Connor Allen** successfully pitched to deliver a digital participatory project to Black, Asian and Minority ethnic young people from marginalised backgrounds. His project offered an interdisciplinary remix of artistic work created by himself and a variety of early career creatives that reflected on key elements of his life that his target audience could resonate with. Connor also delivered a workshop for audiences to share tips on encouragement, determination and reflection through the medium of literature.

'Operation Get an Agent'

- A key focus of our participation activity pillar is encouraging creative participants who show potential to explore and pursue an interest in the literary sector. Writer and literary professional, **Julia Forster**, was therefore commissioned to produce a series of blog posts under the title: 'Operation Get an Agent'. A does-what-it-says-on-the-tin guide to support emerging and early career writers in Wales with information, insight and advice on navigating the publishing world. These resources will now be passed on to all participants who are looking to develop a skill, career or passion for creative writing. Relating to our 'Talent Scouting' efforts, we will be regularly monitoring the traffic to the posts and explore alternative ways to further engage those bridging the gap between being creative participants and emerging and/or early-career writers.

Organisational Impact & Outcomes

	Target for 31 March 2021	Current Progress 1 July – 30 September	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	The three year Longitudinal Survey has been created and sent to a representative sample of 10 clients, who have been contracted to complete it twice a year. Three new clients have been selected to participate in the Longitudinal Survey 2020-2023, and we will expand the sample by another 3 this year.	2019-22 Longitudinal Survey
Organisational Outcomes	<p>Our clients will be on their way to having:</p> <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>The next analysis of the Longitudinal Survey will be available after survey #3 is completed by the clients in November 2020.</p> <p>In the meantime, we're keeping in touch with the current sample clients as they continue to engage with Literature Wales and other organisations and professional opportunities.</p>	

Organisational Outputs

Activity Key Measures of Success: **Participation**

Targets for 31 March 2021	Q2 Progress 1 July – 30 September	Overall Progress 1 April – 30 September 2020	Method of data capture
<p>The proportion of Wales' population participating in creative writing has increased by 1.2 percentage points from 8.2% in 2016 to 9.4% by 2021 (equating to an extra 41,400 people).</p>	<p>The Arts Council of Wales Omnibus Survey on arts participation for 2020 will be published in spring 2021.</p>	<p>The 2020 Arts Council of Wales' Omnibus Survey summary report found that 11.5% of adults participated in creative writing in 2019.</p>	<p>Arts Council of Wales Omnibus Survey on arts participation</p>
<p>At least 110,000 creative participants and audience members engage in our activity annually, compared to 82,000 in 19/20.</p>	<p>45,893 creative participants and audience members have engaged in our work. Due to the majority of our activity being delivered digitally, this figure is most likely to increase as we continue to monitor viewing and engagement rates.</p>	<p>Since April, 64,807 creative participants and audience members have engaged with our activity.</p>	<p>Our project progress and evaluation reports</p>
<p>At least 34% of our creative participants identify with one or more of our Target Client Characteristics, compared with around 20% in 19/20.</p>	<p>Due to COVID-19, this target is on hold. Many of our workshops have been postponed and we are still in the process of establishing a framework to collect data from those who engage with our digital commissions.</p>	<p>As left.</p>	<p>Our project progress and evaluation reports and Equality & Diversity monitoring</p>
<p>At least 450 creative participants are directed to our writer development opportunities annually, compared with 518 in 19/20.</p>	<p>185 creative participants have been directed to our writer development opportunities in the above period. The writer commission projects attracted new audiences through digital engagement.</p>	<p>In total, 288 creative participants have been directed to our opportunities offered under the writer development activity pillar.</p>	<p>Our project progress and evaluation reports</p>

Organisational Outputs

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

Targets for 31 March 2021	Q2 Progress 1 July – 30 September	Overall Progress 1 April – 30 September 2020	Method of data capture
<p>We provide at least 300 creative and professional opportunities for early career writers annually, compared to 293 in 19/20.</p>	<p>We have delivered 62 creative and professional opportunities for early career writers. Our Plethu/Weave project in collaboration with National Dance Wales saw a range of early career poets artistically paired with dancers to deliver a creative film.</p>	<p>103 early career writers have been provided with creative and professional opportunities since April 2020.</p>	<p>Our project progress and evaluation reports</p>
<p>There are at least 30,000 unique page views of our online writer development information annually, compared to 35,000 in 19/20.</p>	<p>We received 7,034 unique page views on our writer development information in the above period. Since the COVID-19 lockdown, the our most popular landing point for writers is our pages that promote Literary Societies and Groups in across Wales.</p>	<p>Since April, we have received 17,987 page views of our writer development information.</p>	<p>Google analytics</p>
<p>A total of 80 young writers (aged 16-30) are provided with sustained support annually, compared to 140 in 19/20.</p>	<p>15 young writers have been provided with sustained support from us. For example, we continue our partnership working with the Y Stamp literary collective. They'll taking our Her 100 Cerdd Project for National Poetry day to showcase their platform and add their own edge to the project.</p>	<p>In total 26 young writers have been provided with sustained support since April.</p>	<p>Our project progress and evaluation reports</p>

Organisational Outputs

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

Targets for 31 March 2021	Q2 Progress 1 July – 30 September	Overall Progress 1 April – 30 September 2020	Method of data capture
At least 200 established writers and 250 literary works are engaged in high-profile projects annually, compared to 250 and 244 respectively in 19/20.	82 established writers and 88 literary works have engaged in our high-profile projects. Niall Griffiths' <i>Broken Ghost</i> (Jonathan Cape) and Ifan Morgan Jones' <i>Babel</i> (Y Lolfa) were announced as the overall winners of the Wales Book of the Year Award 2020.	In total, 115 established writers and 125 literary works have engaged in our high-profile projects in the above period.	Our project progress and evaluation reports
We will collaborate on and facilitate at least 20 partnership and exchange projects outside Wales annually, compared to 21 in 19/20.	We have collaborated with 4 partnership and exchange projects outside of Wales . We continue to strengthen our international links with both Ireland and Scotland through partnerships such as the Bård, File, Bardd digital poetry collaboration with the National Poet of Wales project, Scottish Poetry Library and Cultúrlann McAdam Ó Fiaich.	In total, we have collaborated on or facilitated 7 partnership and exchange projects outside of Wales during the above period.	
Through our intervention, at least 35 commissions per year are awarded to established writers by other organisations, compared to 43 in 19/20.	29 commissions were awarded to established writers by other organisations. For example, we supported the third round of commissions for CREW's Educational project designed to provide resources for pupils and teachers following the WJEC syllabus.	52 commissions have been awarded to established writers by other organisations as a result of our intervention since April 2020.	
A minimum of 24 early career writers engage with our high-profile opportunities annually, compared to 54 in 19/20.	15 early career writers have engaged with our high-profile opportunities. Our programme of Virtual Courses at Tŷ Newydd saw Alex Wharton, an upcoming poet, deliver a Digital Taster Course in August.	17 early career writers have engaged with our high-profile opportunities in total.	

Organisational Outputs

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

Targets for 31 March 2021	Current Progress 1 July – 30 September	Overall Progress 1 April – 30 September 2020	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 remained at around 70% . We are currently evaluating the best way to store and communicate our data whilst working from home. The monthly spreadsheets and our Sector Facilitation record are kept on Microsoft Teams so all staff members have access when needed.	As left.	Our project progress and evaluation reports and annual MARCOMMs survey
1 Annual Report communicating our impact has been circulated	We have successfully produced our Annual Report 2019/2020 . We are in the process of working with a communications consultant, designer and illustrator to produce a public version to circulate amongst our stakeholders.	As left.	
12 monthly [PAUSED 20/21] and 4 quarterly evaluation reports have been produced	This is the second quarterly evaluation report of 20/21. We have now established a simple format for the SLT to receive a monthly progress report during 2020/2021. However, we are pausing plans for the monthly reports at the moment due to the reactive nature of COVID-19.	We have produced 2 quarterly evaluation reports in the above period.	
85% of new or perennial projects are pitched to SLT, and all reference learning points from our analysis [PAUSED 20/21]	We are revising our pitching system as a result of the changes to our delivery programme due to COVID-19. Staff have been encouraged to pitch new projects to SLT that could be of benefit to freelance writers and communities during COVID-19.	As left.	

Organisational Outputs

Operational Measures of Success: **Human Resources**

Targets for 31 March 2021	Q2 Progress 1 July – 30 September	Overall Progress 1 April – 30 September 2020	Method of data capture
100% staff have attended at least 2 cross-team training sessions	There have been no cross-team training sessions in the above period. However, we are planning a staff creative planning day in November and we are currently scoping potential team training sessions.	15% of staff have attended 1 cross-team training session in the above period.	Our project progress and evaluation reports
At least 2 staff have benefitted from sustained professional development opportunities (e.g. courses)	2 staff members are currently receiving sustained professional development opportunities. Our Development & Communications Officer was selected to partake in the Culture Reset development programme and our Head of Development & Deputy CEO is receiving mentoring to develop our commercial offer.	As left.	
Staff job satisfaction ratings have increased by at least 7% [PAUSED 20/21]	The staff well-being survey is currently on hold due to COVID-19. However, we are prioritising the well-being of staff in the current climate alongside frequently sharing resources to support the team whilst working from home.	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)	12.2% of our employees, volunteers, contractors and Directors are individuals from Black, Asian and Minority Ethnic backgrounds and 3 of these are in senior positions. 3% of our employees, volunteers, contractors and Directors have disabilities.	As left.	Our project progress and evaluation reports
We will have worked with at least 7 volunteers	We have worked with 8 volunteers in the above period. A number of individuals declined a fee and offered input in our consultation process on a voluntary basis for the new Professional Writer Development Programme.	We have worked with 9 volunteers in the above period.	

Organisational Outputs

Operational Measures of Success: Tŷ Newydd Writing Centre Business

Targets for 31 March 2021	Q2 Progress 1 July – 30 September	Overall Progress 1 April – 30 September 2020	Method of data capture
2 successful Trusts & Foundations grant applications for funds towards Tŷ Newydd conservation, repairs and maintenance work	We have applied to 5 Trusts & Foundations for funding towards the conservation of Tŷ Newydd Writing Centre and are also approaching HNWIs and businesses / organisations with an interest in David Lloyd George.	As left.	Our quarterly accounts and record of fundraising work
Friends of Tŷ Newydd Scheme launched, and at least 30 new Friends join [PAUSED 20/21]	Due to COVID-19 the Friends of Tŷ Newydd scheme, which will operate alongside the Friends of Literature Wales, is currently on hold.		
New specifications of works created by architects for urgent repairs needed on the conservatory [PAUSED 20/21]	Whilst the centre is closed due to COVID-19, works will remain on hold.	As left.	Our project progress and evaluation reports
2 bedrooms refurbished to a high-standard [PAUSED 20/21]			
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 [PAUSED 20/21]	Due to our the centre being closed for the majority of the summer to commercial courses, we will analyse our monitoring forms for the next organisational report.	As left.	

Organisational Outputs

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

Targets for 31 March 2021	Q2 Progress 1 July – 30 September	Overall Progress 1 April – 30 September 2020	Method of data capture
Survey a representative pool of at least 120 individuals from stakeholder groups and representing strategic partners at least once a year	We will launch our annual Stakeholder Survey in December 2020 alongside an 'Our Impact' and Stakeholder Engagement campaign to communicate key headlines featured in our Annual Report 2019/2020.	As left.	Our project progress and evaluation reports
Interview or discuss our work with a representative network of at least 18 Critical Friends at least once a year	We are working on a new list of Critical Friends to approach in November 2020 to ensure we have fresh insight on elements of the organisations from specialists in the industry.	There have been 2 Critical Friends meetings in the above period.	
Convene 3 Management Board Advisory Group meetings, 15 SMT Operations meetings and 2 cross-staff Creative Planning sessions annually	There have been no Management Board Advisory Group meetings in the above period as the next one is planned for November. 10 SMT Operational meetings have been convened. A digital cross-staff planning session is planned for October.	3 Management Board Advisory Group meetings (COVID-19 Emergency Board Meetings) and 45 SMT Operations Meetings were convened. 0 cross-staff Creative Planning sessions have been held to date.	
Share analysis of stakeholder feedback via monthly and quarterly evaluation reports, and reference it in decision-making	We continue to share analysis of stakeholder feedback within our quarterly evaluation reports, and reference it in the CEO Report.	As left.	Project pitches and meeting minutes

Organisational Outputs

Operational Measures of Success: **Sector Facilitation**

Targets for 31 March 2021	Q2 Progress 1 July – 30 September	Overall Progress 1 April – 30 September 2020	Method of data capture
Directly deliver no more than 10 projects annually	We have paused the majority of activity projects as a result of COVID-19. A new and updated Activity Programme has been established and will continue to be developed as our financial situation becomes clearer for 20/21 and 21/22. We currently have 14 activity project budgets active, and 9 of these are directly delivered projects.	As left.	Our project progress and evaluation reports
Intensively support at least 30 partner-led projects as facilitators or secondary partners annually, and support another 70 with general in-kind support.	We have intensively supported 4 partner-led projects and provided 8 general in-kind support. For example, we collaborated with the University of South Wales to bring a group of PhD Creative Writing Students to Tŷ Newydd in August 2020. In addition, we worked with Barddas to commission Aneirin Karadog to create digital Cynganeddu workshops to offer to creative audiences for free.	In total, we have intensively supported 7 partner-led projects and provided general in-kind support to another 16.	
Provide funding and/or in-kind support to at least 700 individuals, groups and organisations annually	We have provided 126 hours of support and funding to 76 individuals, groups and organisations in the above period. For example, our Participation Manager is a key member of the Artworks Cymru group, who are currently producing a Manifesto for participatory arts in Wales.	We have provided funding to 147 individuals, groups and organisations since April 2020.	
Have stimulated at least 10 new self-run sustainable literary projects in areas of need	We have stimulated 2 new self-run sustainable literary projects in areas of need in the above period.	In total, 5 new literary projects have been stimulated in areas of need.	

ACW Additional RFA Target Update

Engaging with our Sector

Targets for 31 March 2021	Q2 Progress 1 July – 30 September	Overall Progress 1 April – 30 September 2020	Method of data capture
<p>Act as a sector leader and facilitator for literature in Wales, working with a wide range of partners in Wales, the UK and Internationally.</p>	<p>Literature Wales continues to act as a sector leader and facilitator for literature in Wales and beyond.</p> <p>In addition to our regular facilitation offer, our staff members have represented the organisation at a variety of taskforces set up to assist the recovery of different elements of the arts and cultural sectors during the COVID-19 crisis. Our staff continue to volunteer based on interests, skills and experience. More than ever before, we now contribute to and have current knowledge of crucial conversations happening across Wales and beyond.</p>	<p>As left.</p>	<p>Organisational Sector Facilitation Record</p>

Evaluation

Organisational & Operational Learning Points

Q2 Organisational Learning 1 July – 30 September 2020

- Whilst we celebrated the excellent writers that featured on the **Wales Book of the Year** shortlist, we also felt it necessary to release a statement acknowledging the longstanding barriers to a writing career in Wales experienced by a range of demographic segments. Our statement highlighted our continuing efforts to improve these circumstances. It was well received by the sector and writers alike.
- Our **Annual Report 2019/2020** gave us the opportunity to reflect on our progress since the launch of our Strategic Plan 2019/2022. However, we were aware that whilst the lengthy document was beneficial for internal use, we needed to produce a short-read version to present to our stakeholders. We are now in the process working with a communications consultant, designer and illustrator to deliver this project.
- We continue to invite staff members to provide input into the current and future decisions regarding the **COVID-19 pandemic and our ways of working**. Staff were asked to complete a questionnaire on attitudes regarding returning to the office when deemed safe by the Welsh Government to ensure the whole team contributes to new ways of working.

Q2 Operational Projects 1 July – 30 September 2020

- Members of staff with relevant interest and skills across the organisation were tasked with reviewing and editing our **Organisational Policies** to ensure legal, regulatory, strategic and ethical compliance within our operations. This reflects our new way of working, developed through the recent Organisational Review. By offering all staff the opportunity to work on policies, we can incorporate fresh and innovative changes and encourage a greater sense of collective responsibility.
- We identified the need to recruit additional support during both the upcoming and future busy periods, so we invited freelancers to pitch skills to us in an **open recruitment process** focused on potential rather than experience. We received over 100 applications from a variety of individuals through this process and we are open to advertising future roles in a similar manner.
- We have had to alter our **internal monthly data collection methods** to ensure that we can obtain figures from projects developed in response to the COVID-19 pandemic, but also distinguish data from our traditional activity programme. We will continue to monitor this system to ensure we are capturing new types of data (e.g. digital views) that we have not previously officially recorded and reported on.

Evaluation

Activity Learning Points

Activity	Q2 Learning Points 1 July – 30 September 2020	Future Actions / Recommendations
Plethu/Weave (NDC Partnership)	<p>The Plethu/Weave project was a valuable experience for us – partly because of the opportunity to work so closely with another national company. We benefitted from sharing good practice with National Dance Company Wales and we were able to explore project management, MARCOMMs and monitoring & evaluation activities to ensure the project was delivered to the best possible standard.</p>	<p>Our staff members should continue to seek out potential partnerships with a different arts and cultural organisations in Wales and beyond to share best practice and trial delivery models.</p>
Drawing the Word (DAC Partnership)	<p>We held the panel to select creative practitioners to deliver, and an early-career writer to shadow, a participatory workshop in partnership with Disability Arts Cymru. However, our traditional panel decision templates became confusing when considering both opportunities.</p>	<p>We need to develop a template user-friendly document suitable for both internal and external panel members to use efficiently.</p>
Tŷ Newydd Programme of Virtual Courses	<p>After trialling courses virtually, we were pleased to note the success of our digital courses tutored by writers at a range of stages in their career. The low-cost offer, alongside a booking incentive for National Writing Day, resulted in sell-out courses, supporting the continuation of this delivery model in the future.</p>	<p>We will continue to utilise our new virtual delivery model for Tŷ Newydd courses both during and after the COVID-19 pandemic to tap in to an additional income stream and capitalise on an alternative way to reach audiences in Wales and beyond.</p>