

2020/2021

Organisational Report #8

Period covered: 1 January – 31 March 2021



Llenyddiaeth
Cymru
Literature
Wales

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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

Entering the new financial year with ambition, vigilance and resilience based on our learning over the past year.

As we enter a new financial year, Literature Wales were extremely pleased to see the gradual easing of COVID-19 restrictions in Wales, for both the organisation and the wider sector. The important announcements have enabled us to make up vital loss on income through utilising **Nant and Tŷ Newydd** retreats and private holiday bookings to support our programme of activity for 2021/2022. Our Children's Laureates have continued to support pupils, parents and teachers schools across Wales have re-opened. In March, to celebrate Earth Hour, the **Bardd Plant Cymru** project partnered with WWF Cymru, working with year six pupils from Rhyl, Cardigan and Treorchy to install public art of poems that reflected the children's hopes for a brighter future for Welsh nature and climate change.

We continue to commit to our **sector facilitation offer** and are currently prioritising supporting organisations and networks most at risk as a result of COVID-19. Our staff members are regular attendees and participants of **wider sector discussions**, including the Wales Culture Alliance and What Next? Cymru and as a result, we are now working with others in the sector to develop a **Results Based Accountability** framework for the arts in Wales.

Our **operational programme** have been a focus as we use time usually allocated to activity delivery on internal developments. Three **new staffing appointments** have been confirmed, **training sessions**, **all-staff creative planning days** and a **new PDR system** have been delivered in order to ensure we are still adhering to strategies and targets set out in our Strategic Plan.

On the above note, we will now begin on the development of our new **Strategic Plan 2022-25**, a final draft of which is required to be submitted to ACW by September. All staff members and Directors will be given an opportunity over the coming months to join **creative sessions** to discuss the new Strategic Plan and offer their own reflections on ways we could and should re-prioritise.

Despite whatever this new financial year brings, we are confident that we are heading in the right strategic direction with ambition, vigilance and resilience based on our learning points over the past year which will feed into to a new and exciting phase for the organisation as we define our new plans to benefit the **creative audiences, writers and readers of Wales**.



Visitor World Map at Tŷ Newydd Writing Centre

Highlights

Organisational

- The positions of **Chair of Board of Directors** and **Head of Operations & Deputy CEO** were advertised through an open recruitment process.
- **Mid-term Report 2019/2020** launched and shared with a variety of stakeholders across Wales and beyond. The report demonstrates how we continue to reach our targets and achieve the goals outlined in our ambitious Strategic Plan.

Activity

- Connor Allen and Bev Lennon announced as the winners of the **2021 Rising Stars Wales Award**, an initiative delivered in partnership with Firefly Press.
- Three new videos were released as part of National Dance Company Wales and Literature Wales' digital cross-artform collaboration, **Plethu/Weave #2**.
- The judging panel for **Wales Book of the Year 2021**, along with our broadcasting partnership with BBC Cymru Wales was announced.
- Children's Laureate Wales, Eloise Williams, launched the **Letters of Kindness project** on World Book Day to coincide with the unveiling of her special themed post box in Cardiff.
- Working in partnership with WWF Cymru, poetry workshops were facilitated by Bardd Plant Cymru, Gruffudd Owen to deliver the **Earth Hour Mural Project**.
- In partnership with Royal College of Psychiatrists Wales, £10,000 awarded to 5 writers for **digital commissions** aimed at supporting those on low-incomes.



Operational

- **Anti-racist training** delivered to all staff by writing collectives 'Where I'm Coming From' and 'Y Stamp'.
- A new **Finance Intern**, Charlotte Kirk and a new **Creative Executive**, Miriam Sautin joined the Literature Wales team.
- Our Communications Executive, delivered a fantastic digital **Creative Planning Day** reflecting on both individual and organisational achievements. Staff explored way to develop the pledges included in our Mid-Term Report.
- PR Company, **Riot Communications**, commissioned to support the launch of Representing Wales: Developing Writers of Colour, including producing the press-release and approaching press/media.



The **Earth Hour Mural Project** was delivered in partnership with WWF Cymru.



The judging panel for **Wales Book of the Year 2021** was announced.



Children's Laureate Wales Eloise Williams launched the **Letters of Kindness** project.



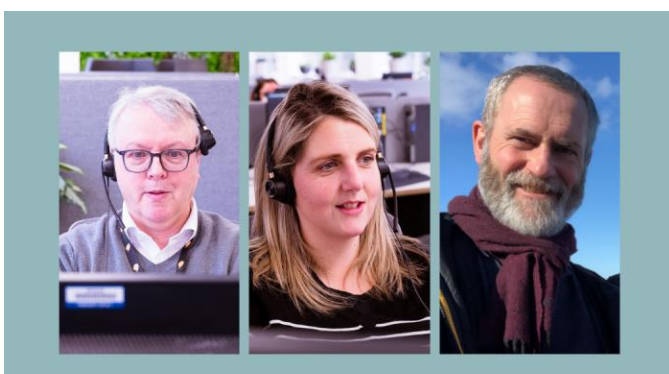
Two recipients of our 2020 **Writers' Bursaries** published their novels, both to great critical acclaim.



The two winners of the **2021 Rising Stars Wales Award** were announced.



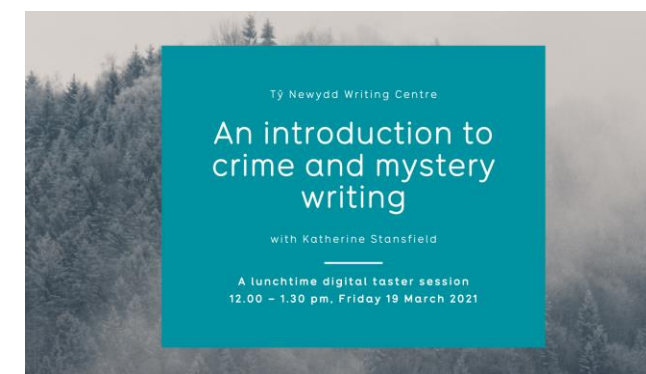
Three new videos were released as part of the cross-artform project, **Plethu/Weave #2**.



National Poet Wales commissioned by BT to celebrate contact centres' vital role in keeping people connected



We supported a British Council Literature Seminar, to celebrate 2021 being **Wales in Germany year**.



Ty Newydd continued to offer its popular **virtual taster courses**.

We said that we need to be more aware of, and responsive to, feedback from the sector in Wales and beyond.

We are doing this being more systematic in how we seek out views of stakeholders, ensuring their feedback flows through the organisation and informs decision making.

Since April 2019...

233

individual responses to our annual stakeholder surveys

85

focused SLT meetings to further shape our operational delivery

13

Management Board advisory groups to develop specific areas of the organisation

22

intensive Critical Friend interviews and discussions to gain feedback on activity and operations

Figures from 1 April 2019 – 31 March 2021



Highlight: Governance & Sector Consultation

One of the key points highlighted during the development of our Strategic Plan 2019–2022 was the need to ensure that as an organisation, we had the ability to listen and learn from important stakeholder feedback. Since this realisation, we have developed a variety of systems, surveys and processes that invite the sector to share feedback on a regular basis and ensures this information will be passed through staff and Management Board.

Stakeholder Survey 2020

In January 2020, we invited our clients, partners and wider stakeholders to participate in our second annual Stakeholder Survey. The survey was shared directly with key stakeholders and promoted through our external communications channels (website, social media and newsletter). Those who were familiar with the organisation were invited to respond and we received **148 responses** to the survey. As a whole, clients and stakeholders responded positively to Literature Wales' activity and operational departments. Respondents also provided valuable feedback on elements of the organisation.

The headline findings include that **over 95% of respondents said they were likely to recommend the last project that they last engaged with to others** and **over 90% said the project met their expectations to a great extent**. Our cross-cutting priorities received encouraging feedback as **over 90% of respondents said our work with Representation and Equality is making a difference to Welsh literature**. One client acknowledged 'a **huge shift** in many projects and initiatives to **reach and nurture and celebrate writers and participants** from a wide range of **diverse backgrounds**'. Our clients, partners and stakeholders noted that, in light of COVID-19 and Wales' **Health & Well-being**, our efforts should continue to focus on **delivering to creative workshops to children and young people** and **marginalised individuals and/or communities**.

Respondents noted valuable constructive criticism that highlighted a **gap in our activity programme targeting writers aged 50+**. Participants also requested an **increase in digital and printed writing resources** directly delivered by Literature Wales and called for a further emphasis on a focus on **specific genres of literature through our activities**. Positive qualitative feedback from clients noted our increased '**awareness of need for feedback**' and increased '**attempts for trying to work out what readers/participants think**'. Others stated that they have '**enjoyed that evaluation has been more narrative and creative** and not just a one standard form filling'.

We will use feedback from the Stakeholder Survey 2020 to support the **further development of the organisation**, we will also compile and present a **comparison report in 2023** that will evaluate changes in stakeholder perception through the lifespan of our Strategic Plan 2019–2022.

Organisational Impact & Outcomes

	Target for 31 March 2021	Current Progress 1 January – 31 March	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	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>Due to COVID-19, response rates and staff capacity, we are currently reassessing the delivery of the Longitudinal Survey to ensure its delivering against targets and supporting in evidencing our outcomes. We will complete this reassessment by early Summer with plans to return to our usual timetable by Autumn.</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	Current Progress 1 January – 31 March 2020	Overall Progress 1 April 2020 – 31 March 2021	Method of data capture
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).	The Arts Council of Wales Omnibus Survey on arts participation for 2020 will be published in spring 2021.	The 2020 Arts Council of Wales' Omnibus Survey summary report found that 11.5% of adults participated in creative writing in 2019.	Arts Council of Wales Omnibus Survey on arts participation
At least 110,000 creative participants and audience members engage in our activity annually, compared to 82,000 in 19/20.	In the above period, 18,928 creative participants and audience members have attended our activity 'in person'. In addition to this, we've also engaged with 27,018 people through our digital activities, including our resources, social media, video and online activity.	Since April, 367,236 creative participants and audience members (including digital figures) have engaged with our activity.	Our project progress and evaluation reports
At least 34% of our creative participants identify with one or more of our Target Client Characteristics, compared with around 20% in 19/20.	Due to COVID-19, this target is on hold. Many of our workshops have been postponed and we are still developing and rolling out a framework to collect data from those who engage with all of our digital commissions.	As left.	Our project progress and evaluation reports and Equality & Diversity monitoring
At least 450 creative participants are directed to our writer development opportunities annually, compared with 518 in 19/20.	241 creative participants have been directed to our writer development opportunities in the above period.	In total, 694 creative participants have been directed to our opportunities offered under the writer development activity pillar.	Our project progress and evaluation reports

Organisational Outputs

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

Targets for 31 March 2021	Current Progress 1 January – 31 March 2020	Overall Progress 1 April 2020 – 31 March 2021	Method of data capture
We provide at least 300 creative and professional opportunities for early career writers annually, compared to 293 in 19/20.	87 creative and professional opportunities for early career writers were delivered. As part of our writing and theatre project with Frân Wen, the writers on the programme delivered pitching sessions for the project partners to and presented their works in progress. One young writer was signposted to a shadowing opportunity delivered under our participation pillar.	During 2020/2021, we provided 280 creative and professional opportunities for early career writers .	Our project progress and evaluation reports
There are at least 30,000 unique page views of our online writer development information annually, compared to 35,000 in 19/20.	We received a total of 11,131 views on our writer development information and 8,574 unique page views .	In total, we have received 33,463 unique page views .	Google analytics
A total of 80 young writers (aged 16-30) are provided with sustained support annually, compared to 140 in 19/20.	91 young writers were provided with sustained support in the above period. For example, we organised a networking event for a group of 10 young writers to meet experienced writers and staff from the creative industries to explore opportunities and careers. The young writers obtained contact details of individuals and organisations they may like to approach in the future.	175 young writers were provided with sustained support in 2020/2021.	Our project progress and evaluation reports

Organisational Outputs

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

Targets for 31 March 2021	Current Progress 1 January – 31 March 2020	Overall Progress 1 April 2020 – 31 March 2021	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.	62 established writers and 238 literary works have engaged in our high-profile projects. The National Poet of Wales took part in the National Coronavirus Commemorative Event and performed a poem written especially for the event.	234 established writers and 410 literary works have engaged in our high-profile projects in 2020/2021.	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 on and facilitated 6 partnership and exchange projects outside of Wales. We partnered with, and supported, the British Council's Literature Seminar. Not only did the programme feature the Welsh writers we work with our Head of Programmes took part in the live talks.	We collaborated on and facilitated 18 partnership and exchange projects outside of Wales .	
Through our intervention, at least 35 commissions per year are awarded to established writers by other organisations, compared to 43 in 19/20.	45 commissions have been awarded to established writers by other organisations in the above period. The National Poet of Wales was commissioned by BT to write a poem celebrating the important role connectivity and customer call handlers play in keeping people and the country connected.	114 commissions have been awarded to established writers by other organisations as a result of our intervention.	
A minimum of 24 early career writers engage with our high-profile opportunities annually, compared to 54 in 19/20.	33 early career writers have engaged with our high-profile opportunities in the above period.	57 early career writers have engaged with our high-profile opportunities.	

Organisational Outputs

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

Targets for 31 March 2021	Current Progress 1 January – 31 March 2020	Overall Progress 1 April 2020 – 31 March 2021	Method of data capture
70% of our data from our activity and operational projects is stored in our central monitoring & evaluation (M&E) hub	Roughly 79% of our data from our activity and operational projects is stored in our central M&E hub. The newly appointed Creative Executive will lead on the M&E of our activity and operational projects to refresh systems, including our central hub.	As left.	Our project progress and evaluation reports and annual MARCOMM survey
1 Annual Report communicating our impact has been circulated	We delivered our Annual Report and Mid-Term Report in 2020. SLT members delivered stakeholder engagement sessions to high-profile individuals (e.g. from Welsh Government) and funders to expand on our impact and further make the case for literature.	1 Annual Report communicating our impact has been circulated.	
12 monthly [PAUSED 20/21] and 4 quarterly evaluation reports have been produced	This is the forth quarterly evaluation report of 2020/2021. We are planning to deliver monthly reports to SLT by late summer.	We have produced 3 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 have revised our project pitching system and 100% of new projects have been pitched to SLT. Due to the changes in our activity programme (COVID-19), we have ring-fenced budget and encouraged staff to pitch for activity that reflect our strategic direction, values and mission.	Since we revised our project pitching system, 100% of new projects have been pitched to SLT.	

Organisational Outputs

Operational Measures of Success: Human Resources

Targets for 31 March 2021	Current Progress 1 January – 31 March 2020	Overall Progress 1 April 2020 – 31 March 2021	Method of data capture
100% staff have attended at least 2 cross-team training sessions	In the above period, 100% staff attended 3 cross-team training sessions . We received an introductory session on operating in an Anti-racist manner. Lesley Rossiter delivered Leadership & Management training sessions to SLT and wider staff. All staff also attended a Creative Planning Day in February.	100% of staff have attended 6 cross-team training sessions . 15% attended a further sessions.	Our project progress and evaluation reports
At least 2 staff have benefitted from sustained professional development opportunities (e.g. courses)	2 staff members are receiving sustained professional development opportunities. As part of their role, our Apprentice Bookkeeper is undertaking a course funded by the Welsh Government and our Head of Development & Deputy CEO is still receiving mentoring to develop our commercial offer.	In total 5 staff members have benefited from professional development opportunities.	
Staff job satisfaction ratings have increased by at least 7% [PAUSED 20/21]	We are currently finalising staff well-being survey . We are still 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)	17% of our employees, volunteers, contractors and Directors are from Black, Asian and Minority Ethnic backgrounds and 6% have disabilities. 4 of these are in senior positions.	As left.	Our project progress and evaluation reports
We will have worked with at least 7 volunteers	5 volunteers have worked with us in the above period through our activity projects.	We have worked with 19 volunteers in the above period.	

Organisational Outputs

Operational Measures of Success: Tŷ Newydd Writing Centre Business

Targets for 31 March 2021	Current Progress 1 January – 31 March	Overall Progress 1 April 2020 – March 2021	Method of data capture
2 successful Trusts & Foundations grant applications for funds towards Tŷ Newydd conservation, repairs and maintenance work	All 5 Trusts & Foundations grant applications for conservation work were unsuccessful. We will reapply when applications re-open and continue to look for new potential Trusts & Foundations to apply to.	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]	We will launch the Friends of Tŷ Newydd Scheme in 2021-22 alongside a Friends of Literature Wales Scheme to mark the organisation’s 10 th anniversary.	As left.	
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.		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 COVID-19, the collection of this data is paused.	As left.	13

Organisational Outputs

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

Targets for 31 March 2021	Current Progress 1 January – 31 March 2020	Overall Progress 1 April 2020 – 31 March 2021	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 successfully delivered the 2020 Stakeholder Survey and received a total of 148 responses . This information will feed into organisational developments during 2021/2022.	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 have discussed our work with 3 Critical Friends in the above period. We have reassessed our list of new potential individuals to approach with plans to approve and approach during the consultation for the new Strategic Plan.	There have been 5 Critical Friends meetings since April 2020.	
Convene 3 Management Board Advisory Group meetings, 15 SLT Operations meetings and 2 cross-staff Creative Planning sessions annually	4 Management Board Advisory Group and 12 SLT Operations meetings have been conducted. All staff members attended a Creative Planning session in February aimed at encouraging group reflection before we end the financial year.	8 Management Board Advisory Group meetings and 61 SLT Operations Meetings were convened. 2 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	Current Progress 1 January – 31 March 2020	Overall Progress 1 April 2020 – 31 March 2021	Method of data capture
Directly deliver no more than 10 projects annually	We have established a new and updated Activity Programme for 2021/2022. Due to COVID-19, we suspect this will be altered through the year. 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 22 partner-led projects as facilitators or secondary partners and provided 13 with general in-kind support. For example, we helped First Campus to set up a Reading for Well-being group aimed at young readers and allocated days out of the Children's Laureate for Wales' workplan to contribute to its delivery. We also organised a training session for potential facilitators delivered by poet therapist, Jill Teague, and received positive feedback.	In total, we have intensively supported 43 partner-led projects and provided general in-kind support to another 41.	
Provide funding and/or in-kind support to at least 700 individuals, groups and organisations annually	In the above period, we have provided 87 hours of support and in-kind support to 69 individuals, groups and organisations. We have joined the organisations supporting early career writer, Connor Allen, in delivering 'LOYALTY' an initiative to develop Wales-based artists from Black, Asian and Minority Ethnic backgrounds.	We have provided funding and/or in-kind support to 387 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 11 new self-run sustainable literary projects in areas of need.	In total, 19 new literary projects have been stimulated in areas of need.	

ACW Additional RFA Target Update

Engaging with our Sector

Targets for 31 March 2021	Current Progress 1 January – 31 March 2020	Overall Progress 1 April 2020 – 31 March 2021	Method of data capture
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>Literature Wales continues to act as a sector leader and facilitator for literature in Wales and beyond.</p> <p>Many staff members are regular attendees and participants of wider sector discussions, including the Wales Culture Alliance and What Next? Cymru. This involvement has been extremely useful in maintaining key contacts within the sector, and in prompting discussions on new ideas and initiative – including working with other colleagues in the sector on developing a Results Based Accountability framework for the arts in Wales, and a radical new Cultural Contract with potentially far-reaching impact.</p>	As left.	Organisational Sector Facilitation Record

Evaluation

Organisational & Operational Learning Points

Organisational Learning 1 January – 31 March 2021

- Whilst working with Riot Communications, PR Agency, on preparing the press release for Representing Wales: Developing Writers of Colour, it came to our attention that there is a gap in quantitative evidence that offers a snapshot of the sector in terms of both who engages with literature and their interests. As a result, we are exploring the possibility of commissioning a **'State of the Nation' Research** project which aims to create data on public engagement with literature in Wales that can inform and shape the strategy, programming, and commissioning in order to broaden and extend the reach and representation of the sector.
- The launch of our Mid-term Report 2019/2020 enabled to **engage with high-level stakeholders and funders** as the SLT and Management Board delivered a number of meetings aimed at communicating our impact and organisational pledge. This was a particular useful activity as it enabled us to further position us to, especially Welsh Government, stakeholders a leading arts organisation who is experienced, committed and available to support in the recovery phase of COVID-19 and wider activity.
- Our most successful projects of 2020/2021 have been a result of working with a variety of **partners**, both within the creative industries and beyond. As we enter the next financial year with a slightly lower risk regarding the commitment of funding and resources, we acknowledge the importance to developing with our valuable **partnership work** to benefit the creative audiences, readers and writers of Wales.

Operational Projects 1 January – 31 March 2021

- We received a taster **training session** from writing collectives, 'Where I'm Coming From' and 'Y Stamp', on operating in an **Anti-Racist** manner. Whilst the whole session was extremely informative and beneficial for us, we particularly noted the importance of increasing how we **safeguard** writers and clients through our **communications**. This was especially relevant to the upcoming announcement of **Representing Wales: Developing Writers of Colour**. Therefore, we are deploying an in-depth **safeguarding procedure** to ensure the cohort will be protected in the instance of being subject to hateful and harmful engagements on social media.
- In March, the **Communications Executive** delivered a **Creative Planning session** focused on personal and organisational reflection on achievements and learning points over the past year. Staff commended the nature of this session and suggested a similar agenda should be delivered at the end of each financial year, in line with the PDR process to encourage organisational-wide and self-evaluation.
- SLT and wider staff received **Leadership & Good Line Management training** from Lesley Rossiter which identified decision-making is not always as clear as it should be. Therefore, we recognised the need to revisit our Project Pitching framework to embed cultural change and formalise this element of the organisation. We are also redesigning how SLT operates and identifying smaller sub-groups to support the CEO in developing different departments of the organisation in a more focused manner.

Evaluation

Activity Learning Points

Activity	Learning Points 1 January – 31 March 2021	Future Actions / Recommendations
Poet in Residence: Future Generations Commissioner for Wales	In partnership with the Future Generations Commissioner for Wales, we launched a public call-out for a new poet in residence to support the development of the Well-being of Future Generations Act. The eligibility in the call-out targeted 'early career writers' who were 'under 25' to suit the strategic aims of the project. However, this particular working suggested synonymity between the 'early careers' status and age. As a result, we altered the wording to the call-out to ensure our messaging was reflective of the aims of the project.	As we begin to develop our next Strategic Plan, we will closely consider the wording that is used to define a writer's stage in their career and work with the sector to do so.
British Council Literature Seminar	In partnership with the British Council and Literaturhaus Stuttgart, the first fully digital Literature Seminar was delivered in March. The project evaluation captured a variety of successful outcomes related to its digital delivery, including an oversubscribed programme, further inclusion of a variety of Welsh writers and the ability to offer simultaneous palantypist translation. As a result of hosting the events on Zoom/YouTube, elements of the programme can now be accessed by an even wider pool of international audiences, contributing to both the programme legacy and the promotion of Welsh writers.	Further utilise our digital platforms, such as Zoom/YouTube for both live and pre-recorded events to both reach wider audiences and increase the promotion of Welsh writers on the international stage.
Bardd Plant Cymru (Earth Hour Mural)	In partnership with WWF Cymru, we had initial plans to gain equal national media coverage through the Earth Hours Mural project in all three towns that the public art was installed in. However, the initial mural was rapidly picked up on social media and by TV and Radio, so the decision was made to offer coverage before the other two were completed. This resulted in greater coverage given to the first mural, however, the coverage was better than anticipated and benefitted the wider project.	Continue to take risks, where relevant and thought through, when delivering activity that benefits the wider projects and participants.