

2021/2022

Organisational Report #9

Period covered: 1 April – 30 June 2021



Taylor Edmonds, the Future Generations Commissioner's new Poet in Residence in partnership with Literature Wales and Wales Arts International.

 Llenyddiaeth
Cymru
Literature
Wales

Contents

Updates, Highlights & Insights

COVID-19 Update..... 3

Organisational, Activity and Operational Highlights..... 4

Organisational Impact

The long-term change we will generate for Wales..... 7

Organisational Outcomes

The mid-term changes we will generate for our clients..... 7

Organisational Outputs

Missed Targets Spotlight 8

Key Measures of Success relating to our Activity Pillars..... 10

Measures of Success relating to our Operational Priorities..... 13

Additional ACW RFA Target Update

Engaging with our Sector 20

Evaluation

Organisational & Operational Learning Points..... 21

Activity Learning Points..... 22

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 3** (2021/2022) 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 2021/2022 may be slightly lower than those set in 2020/2021**. 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

Utilising learning, resilience and reflection to envision the future of Literature Wales via its Strategic Plan 2022-2025.

Our focus for the past three months has been the development, both creative and operational, of the new **Strategic Plan 2022-2025**. As a collaborative organisation, our **internal commitment** in working together to explore potential ideas and approaches enables Literature Wales to enter its next phase which has already been an exciting, inspiring and promising period.

Staff members and Directors engaged with planning sessions facilitated by **Arts Consultant, Gerri Moriarty**, to streamline ideas and ambitions to form the foundations of a new and exciting strategy. Our agile but vigilant attitude to the Operational matters was highlighted as all staff contributed to finalising the **Risk Register 2021-2022**. This identified **threats and opportunities** in every element of the organisation to ensure, especially in relation to COVID-19, we are able to react to a multitude of scenarios as we embark on planning for the future.

In terms of our Activity Plan, delivery staff attended their second **Monthly Creative Session** to explore ways to stretch our offer with future plans such as innovative **Information & Resources** for literary audiences, **Writer Training** and developments around **Writer Commissions**. In addition to this, a variety of staff members have been tasked with exploring improvements for our **values and mission** in line with fresh ideas discussed in group sessions.

With the above in mind, we know our ambitions flow from our **learning, resilience and reflection** based on the **needs of our clients and audiences** identified course of our current Strategic Plan. Feedback from our audiences help position Literature Wales as an organisation who operate in an **open and versatile** manner to ensure the **people of Wales can engage in a strong literary culture**. Therefore, when we identified recent concerns raised about the fee offered in our call-outs for the next **Bardd Plant Cymru** and **Children's Laureate Wales**, we quickly **increased the fee for each role by over 30%** and committed to further consultation around this area with the writers of Wales.

This summer will see our internal collective thinking solidified and shared with **Critical Friends, Clients and the general public of Wales** through both our existing internal data collection methods and new external research. We are confident that, despite the ongoing uncertainty due to the pandemic, we have the resources and determination to **evolve the organisation to deliver a Wales where literature changes lives**.



Highlights

Organisational

- Dr Cathryn Charnell-White appointed as the new **Chair Literature Wales' Management Board** as Literature Wales notes its 10th anniversary as the national company for the development of literature.
- Arts Consultant, Gerri Moriarty, delivered creative sessions to staff and Board of Directors, focusing on strategy, as part of the **Strategic Plan 2022-2025** development.

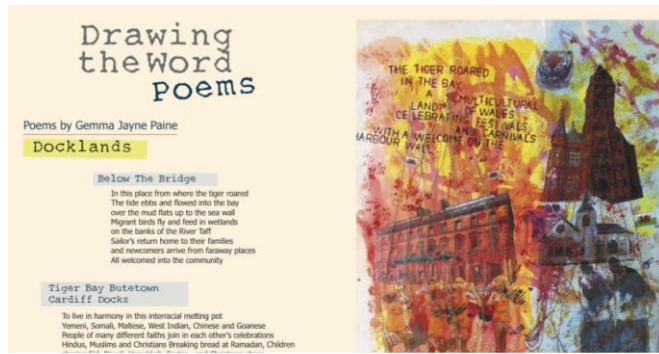
Activity

- Professional Development Scheme for Writers of Colour rebranded as **Representing Wales: Developing Writers of Colour** as part of the successful programme launch in April, supported by Riot Communications Agency.
- Call-out launched to invite applications from poets across Wales to become the new **Bardd Plant Cymru** and **Children's Laureate for Wales**.
- The **Ar y Dibyn** project, in partnership with Theatre Genedlaethol Cymru, which delivers creative workshops for individuals who live with addiction continues and calls out for multi-disciplined artists and participants to be involved.
- **Désirée Reynolds** and **Jacob Ross** deliver our annual Emerging Writers course to 10 early career writers, funded by the Rhys Davies Trust.
- **National Poet of Wales** leads a week-long series of community events to celebrate the heritage of the north Wales quarry landscape, in partnership with Gwynedd Council and the National Slate Museum.
- Charlotte Williams MBE, Eric Ngalle Charles and Gabriel Gbadamosi explore the meaning on 'empathy' in an event delivered in **partnership with WritersMosaic and Chapter Arts Centre**.

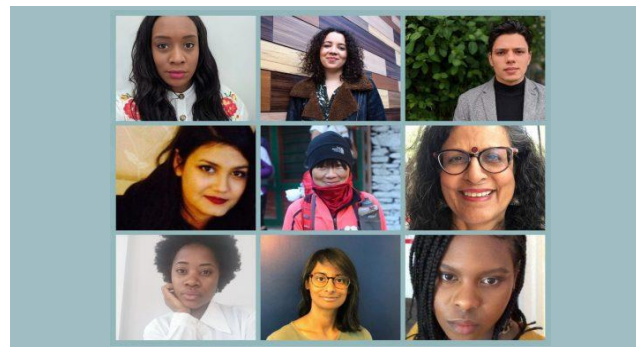


Operational

- Claire Furlong appointed as the new **Deputy CEO and Head of Operations**.
- Strategic Research and Insight commissioned to support our new **State of the Nation Research** project which aims to collect quantitative data from the general public on their engagement with Literature.
- **Risk Register 2021-2022** produced with input from all staff which identifies relevant threats and opportunities on both organisational and project levels.
- Updated **Crisis Communications** framework implemented following best practice learnt in the Anti-Racist workshop staff attended last quarter.



Participants from **Drawing the Word** project produce a poetry anthology as a project outcome.



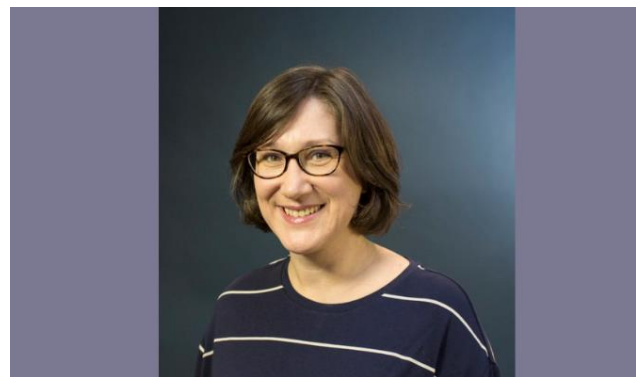
10 writers selected to take part in the 2021 **Emerging Writers Course** in June, funded by the Rhys Davies Trust.



Winners of the **Cymru Euro 2020 Poetry Competition** announced, in partnership with FAW.



Taylor Edmonds named as the **Poet in Residence for the Future Generations Commissioner for Wales**.



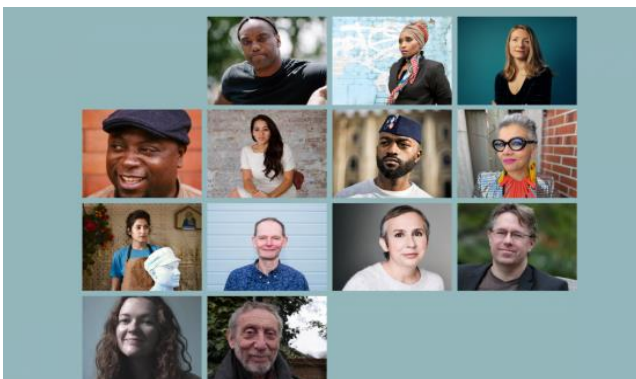
Dr Cathryn Charnell-White appointed as Chair of Literature Wales **Management Board**.



Wales Book of the Year Welsh language shortlist announced on BBC Radio Cymru.



Poets across Wales invited to apply to be the new **Children's Laureate for Wales** and **Bardd Plant Cymru**.



The names of the 13 Mentors appointed as part of the **Representing Wales** programme announced.



State of the Nation Research project commences to survey the public on their relationship with literature.

We said that we need to create a national literary culture which represents contemporary Wales.

We are doing this by prioritising under-represented clients within our activity delivery and developing internal approaches to influence a fairer literary landscape.

Since April 2019...

£62,000+
invested to increase diversity in the sector via Representing Wales 20/21

90%+
of stakeholders said our R&E work was making a difference to Welsh Literature*

25
rounds of call-outs delivered to ensure a diverse pool of writers can access opportunities

3
target client characteristic groups identified and prioritised in our activity delivery

Figures from 1 April 2019 – 31 March 2021
*Source: Stakeholder Survey 2021



Cross-cutting Priority

Highlight: Representation & Equality

Due to the significant barriers that exist when accessing a professional writing career for some demographic groups, we committed to, and have delivered, targeted activity for affected individuals and communities. These programmes are designed to attract, support and strengthen under-represented literary voices.

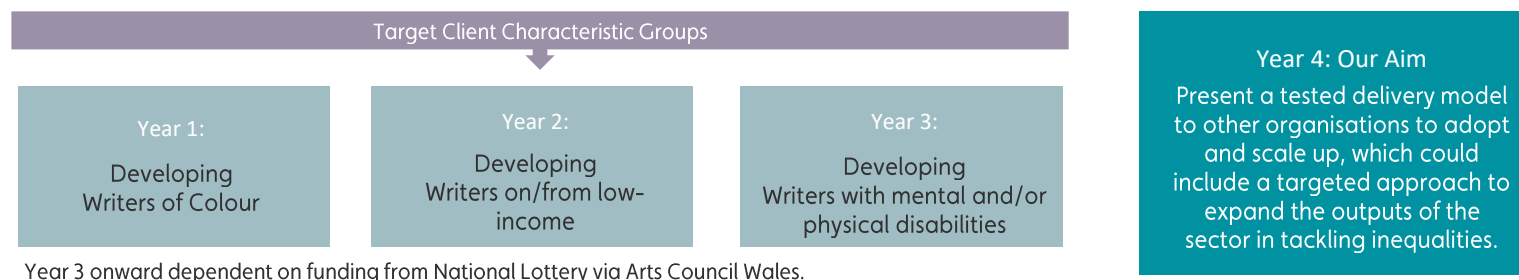
Representing Wales: Developing Writers of Colour – Delivery Model

From our intensive engagements with the cohort, the importance of focusing on a particular shared lived experience is clear. In this case the cohort identify as people of colour and that has a heavy influence on every aspect of the programme's development. For example, in May a workshop was delivered by Professor Charlotte Williams OBE on the 51 recommendations she made to further integrate Black, Asian and Minority Ethnic presence into the education system and how this links to Wales' writers and literature. Feedback shows that the writers are benefitting from having a safe environment to have tricky conversations whilst ensuring their creative work remains the focus.

"Overall, I feel quite supported and as though my mentor really cares for my work in a way that goes beyond formalities. I can be candid with her as a woman of colour and it is making me realise why I wanted to write the way I write in the first place."

A Cohort Member, Representing Wales

We are therefore considering the following delivery model for the next two editions of the programme. This will ensure writers from a range of backgrounds receive professional development opportunities to flourish in Wales' Literary Culture.



Organisational Impact & Outcomes

	Target for 31 March 2021	Current Progress 1 April – 30 June 2021	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 2022	Current Progress 1 April – 30 June 2021	21/22 Target Updates	Method of data capture
The proportion of Wales' population participating in creative writing has increased by 3.1 percentage points from 9.4% in 2021.	The Arts Council of Wales Omnibus Survey 20/21 has not yet been released. We expect it to be published by autumn 2021.	This target has been increased due to the expected increase in those participating in creative writing due to the COVID-19 pandemic.	Arts Council of Wales Omnibus Survey on arts participation
At least 100,000 creative participants and audience members engage in our activity annually, compared 367,236 2020/2021.	This quarter, 18,552 creative participants and audience members have attended our activity 'in person'. We've also engaged with 23,093 people through digital activities, including resources, social media, video and online activity.	This target has decreased from 110,000 in 20/21 to 100,000. It will still capture digital engagements to ensure participation in our online activity is accounted for.	Our project progress and evaluation reports
At least 50% of our creative participants identify with one or more of our Target Client Characteristics.	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.	This target has increased from 34% in 20/21 to 50% but remains on hold due to COVID-19.	Equality & Diversity monitoring forms
At least 550 creative participants are directed to our writer development opportunities compared to 694 in 20/21.	78 creative participants have been directed to our writer development opportunities. For example, participants who took part in the Drawing the Word project were offered additional support for queries about writing and our activity offer.	This target has increased from 450 to 550 following the success of 20/21 figures.	Our project progress and evaluation reports

Organisational Outputs

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

Targets for 31 March 2022	Current Progress 1 April – 30 June 2021	21/22 Target Updates	Method of data capture
We provide at least 300 creative and professional opportunities for early career writers annually, compared to 280 in 20/21.	58 creative and professional opportunities were provided to early career writers this quarter. For example, 12 writers were selected to receive professional development support, alongside a financial award, as part of the Representing Wales: Developing Writers of Colour programme.	This target remains the same for 21/22 due to potential risks of managing the number of opportunities available through the COVID-19 pandemic.	Our project progress and evaluation reports
There are at least 37,000 unique page views of our online writer development information annually, compared to 33,463 in 20/21.	Our writer development information received a total of 6,105 page views and 5,018 unique page views , this quarter. We are currently developing useful information and resources for writers at all stages of their career.	This target has increased from 30,000 in 20/21 to 37,000 due to our heightened digital offer.	Google analytics
A total of 150 young writers (aged 16-30) are provided with sustained support annually, compared to 175 in 20/21.	33 young writers were provided with sustained support. Taylor Edmonds was chosen to be the Future Generations Commissioner for Wales' second Poet in Residence, a project in partnership with Literature Wales and Wales Arts International. Since she started her writing career, Taylor has engaged with a variety of our projects.	This target has increased from 80 in 20/21 to 150 following the success of previous figures.	Our project progress and evaluation reports

Organisational Outputs

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

Targets for 31 March 2022	Current Progress 1 April – 30 June 2021	21/22 Target Updates	Method of data capture
At least 260 established writers and 400 literary works are engaged in high-profile projects annually, compared to 234 and 410 respectively in 20/21.	35 established writers and 195 literary works have engaged in our high-profile projects this quarter. The Welsh-language Wales Book of the Year Shortlist was revealed on BBC Radio Cymru in late June, celebrating 12 of Wales' outstanding literary works. The English-language shortlist will be announced in early July.	This target has increased from 200 and 250 in 20/21 to 260 and 400 following the success of previous figures.	Our project progress and evaluation reports
We will collaborate on and facilitate at least 23 partnership and exchange projects outside Wales annually, compared 18 in 20/21.	We have collaborated on and facilitated 6 partnership and exchange projects outside of Wales . For example, we took part in the International Literature Showcase and developed our partnership with the Welsh Government for the Wales Germany Year.	This target has increased from 20 in 20/21 to 23 due to virtual working enabling us to engage with more international work.	
Through our intervention, at least 80 commissions per year are awarded to established writers by other organisations, compared to 114 in 20/21.	9 commissions have been awarded to established writers by other organisations.	This target has increased from 35 in 20/21 to 80 following the success of previous figures.	
A minimum of 60 early career writers engage with our high-profile opportunities annually, compared to 57 in 20/21.	7 early career writers have engaged with our high-profile projects, including the writers who were selected to partake in our popular, annual, Emerging Writers course.	This target has increased from 24 in 20/21 to 60 following the success of previous figures.	

Organisational Outputs

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

Targets for 31 March 2022	Current Progress 1 April – 30 June 2021	21/22 Target Updates	Method of data capture
100% of our data from our activity and operational projects is stored in our central monitoring & evaluation (M&E) hub	Roughly 71% 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.	This target has increased from 70% to 100% in line with Operational Measures of Success yearly increments.	Our project progress and evaluation reports and annual MARCOMMs survey
1 Annual Report communicating our impact has been circulated	We are in the planning stages of the Annual Report 2020/2021 and exploring different options on how we will communicate the impact of the lifecycle of the 2019/2022 Strategic Plan.	This target has remained the same in line with Operational Measures of Success yearly increments.	
12 monthly [PAUSED 21/22] and 4 quarterly evaluation reports have been produced	This is the first quarterly evaluation report of 2021/2022 which offers an updates on target alterations. Monthly reports for SLT remain on pause as we develop M&E systems as part of the new Strategic Plan 2022/2025.	This target has remained the same in line with Operational Measures of Success yearly increments. It is paused due to COVID-19.	
100% of new or perennial projects are pitched to SLT, and all reference learning points from our analysis	We have revised our project pitching system and 100% of new projects have been pitched to SLT in the above period. An updated approach to approval processes around projects has been introduced following staff feedback.	This target has increased from 85% to 100% in line with Operational Measures of Success yearly increments.	

Organisational Outputs

Operational Measures of Success: **Human Resources**

Targets for 31 March 2022	Current Progress 1 April – 30 June 2021	21/22 Target Updates	Method of data capture
100% staff have attended at least 3 cross-team training sessions	In the above period, 100% staff attended 1 cross-team training session on our new HR System that tracks annual leave, delivered by our Operations Support. All staff and Directors also attended creative planning sessions to support the development of the new Strategic Plan.	This target has changed from 2 in 20/21 to 3 in line with Operational Measures of Success yearly increments.	Our project progress and evaluation reports
At least 4 staff have benefitted from sustained professional development opportunities (e.g. courses)	1 Staff member , Bookkeeper Apprentice, attended weekly AAT training course . Further investment to sustained professional development will be identified as part of the development and implementation of the new Strategic Plan.	This target has changed from 2 in 20/21 to 4 in line with Operational Measures of Success yearly increments.	
Staff job satisfaction ratings have increased by at least 7% [PAUSED 21/22]	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.	This target has remained the same for 20/21.	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)	12.5% of our employees, volunteers, contractors and Directors are from Black, Asian and Minority Ethnic backgrounds and 0% have disabilities. 4 of these are in senior positions.	This target has remained the same for 20/21.	Our project progress and evaluation reports
We will have worked with at least 20 volunteers	4 volunteers have worked with us in the above period through our activity projects.	This target has changed from 7 in 20/21 to 20 in line with Operational Measures of Success yearly increments.	

Organisational Outputs

Operational Measures of Success: Tŷ Newydd Writing Centre Business

Targets for 31 March 2022	Current Progress 1 April – 30 June 2021	21/22 Target Updates	Method of data capture
2 successful Trusts & Foundations grant applications for funds towards Tŷ Newydd conservation, repairs and maintenance work	No Trust & Foundation grant applications have been submitted in the above period. We will be submitting another round of applications over the summer to secure financial support to develop the centre.	This target remains the same as 20/21 due to the limited funding available as a result of COVID-19.	Our quarterly accounts and record of fundraising work
Friends of Tŷ Newydd Scheme launched, and at least 30 new Friends join [PAUSED 21/22]	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.	These targets will stay the same as Tŷ Newydd Writing Centre is closed due to COVID-19. Tŷ Newydd is booked to 75% capacity and Nant is fully booked for July & August. Therefore, pending Government Guidelines, we aim to resume targets in Q2.	
New specifications of works created by architects for urgent repairs needed on the conservatory [PAUSED 21/22]	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 21/22]			
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 21/22]	Due to COVID-19, the collection of this data is paused.		

13

Organisational Outputs

Operational Measures of Success: **Sector Facilitation**

Targets for 31 March 2022	Current Progress 1 April – 30 June 2021	21/22 Target Updates	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.	This target remains the same for 21/22. Whilst we are unsure of what our programme of activity will look like, we will not directly deliver more than 10 projects.	Our project progress and evaluation reports
Intensively support at least 30 partner-led projects as facilitators or secondary partners annually, and support another 30 with general in-kind support.	We have intensively supported 12 partner-led projects have been intensively supported as facilitators or secondary supported and provided 13 with another general in-kind support.	These targets have slightly decreased as we suspect an increase in staff time redirected to pilot and/or alter activity as part of the Strategic Plan development.	
Provide funding and/or in-kind support to at least 500 individuals, groups and organisations annually, compared to 400 forecast for 2020/2021.	In the above period, we have provided 74 hours of support and in-kind support to 40 individuals, groups and organisations. For example, offered facilitation and delivery advice on programming for the Cardiff Writers Circle’s 75 th anniversary celebrations and contributed to the Wales Culture Alliance’s Cultural Contract development meetings.		
Have stimulated at least 12 new self-run sustainable literary projects in areas of need, compared to 10 forecast for 2020/2021.	We have stimulated 4 new self-run sustainable literary projects in areas of need.	This target remains the same for 21/22.	

14

APW Additional RFA Target Update

Welsh Language Development Plan

Targets for 31 March 2022	Current Progress 1 April – 30 June 2021	Method of data capture
At least 30% of those taking part in LW activities and events to be Welsh speakers [PAUSED 21].	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.	Our project progress and evaluation reports
Operate fully bilingually across all activity projects, internally and strategically.	Our approach to bilingualism is, and always has been, at the core of the organisation and all its outputs. We are currently exploring ways to further integrate bilingualism into the way we operate ahead of the new Strategic Plan.	
All staff and Directors complete a bespoke Welsh Language Awareness training course .	No progress made on this goal yet, we plan to identify a suitable Welsh Language Awareness training course for all staff and Directors to complete alongside the roll-out of the new Strategic Plan.	
Partner with a language sector organisation to pilot a Welsh language project for children, young people and families.	No progress made on this goal yet. We plan to identify a suitable language sector organisation to partner with on a Welsh language project for children, young people and families.	
Develop a Welsh language inclusive arts project through one of our Writer Commissions rounds.	We are currently finalising plans on the upcoming rounds of our Writer Commissions and will prioritise a Welsh language inclusive arts project in a selection process.	

ACW Additional RFA Target Update

Engaging with our Sector, Freelancer Creative Opportunities & Environmental Action Plan

Targets for 31 March 2022	Current Progress 1 April – 30 June 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.	Literature Wales continues to act as a sector leader and facilitator for literature in Wales and beyond. See 'Operational Measures of Success: Sector Facilitation' section for more information.	Organisational Sector Facilitation Record
Offer at least 20 artistic commissions , focused on long-term impact on participant and audience well-being, as part of our 2021/2022 Activity Programme.	We are currently planning the next year of our Writers Commissions offer and finalising themes for each round which focus on the long-term impact on participant and audience well-being.	Our project progress and evaluation reports
Co-deliver at least 2 new partnership projects using creative writing to build well-being within a stakeholders' workplace (e.g. for NHS workers, working with Welsh Health Boards).	As part of the development on our Health & Well-being priority for the new Strategic Plan, we will consider and identify opportunities that will enable us to achieve this aim.	Our project progress and evaluation reports
Only 40% or less of staff commutes involves travelling to the office in a car by themselves.	This is a new goal for 21/22. All staff are currently working from home for the majority of their time, and public transport/active travel is advised during staff induction. A simple tracking method will be devised during Summer 2021 to ensure we can measure this goal once staff return to office-based working.	Currently being devised
Milage claimed by staff for work purposes (to events, meetings etc) reduced by 50% compared with pre COVID-19 2019-20 figures.	This is a new goal for 21/22 and no progress has been made yet. Currently most staff are working from home and events/meetings are held online. During Summer 2021, we will quantify the base level for 19/20 and begin to measure for 21/22.	Currently being devised

ACW Additional RFA Target Update

Accessibility Plan Updates

Targets for 31 March 2022	Current Progress 1 April – 30 June 2021	Method of data capture
100% staff members will attend an Accessibility Training session to ensure our operations and activities are as inclusive and accessible as possible.	No progress made on this goal yet. We are planning a training session for later in the year, led by Disability Arts Cymru.	Attendance record
We will complete a review of our websites, and document templates (e.g. Tŷ Newydd guest information pack; sign-up sheets for activities; job adverts; call-out documents) to ensure they take accessibility and inclusivity into full consideration.	Our Communications Team and other relevant staff will identify and access training opportunities support developments in ensuring our website and document templates are completely accessible and inclusive to audiences.	Currently being devised
We will offer 2 training sessions to actively develop more facilitators identifying as disabled to ensure that our literary participatory projects are led by artists with the same lived experiences as our target audiences.	We are currently planning training opportunities for writers, including workshop facilitators, in our monthly creative planning sessions with delivery staff.	Currently being devised

Evaluation

Organisational & Operational Learning Points

Organisational Learning 1 April – 30 June 2021

- The recent concerns about **fees for writers** working in educational settings highlighted the need for a more intensive review of fees, for our organisation and the wider sector in Wales. We are acutely aware of COVID-19's impact on freelance writers, and will carry out an **intensive audit across activity** on our rates **alongside consulting with writers** in order to identify acceptable fees for Wales and influence partners and stakeholders accordingly.
- Our creative planning sessions with staff and Directors highlighted the importance of **adopting a Communications-led approach** from the outset when developing the **Strategic Plan**, rather than producing a public version at the end of the financial year. This approach will ensure that the meanings, terminology and language used is consistent, clear and accessible for our audiences. A key area of focus will be aligning and altering our internal references to part of the plan (e.g. TCCs) so it can be easily understood and digested.
- We need to further **focus on our Programming techniques** in terms of approaching new projects and opportunities ahead of the Strategic Plan Development. For example, we have discussed increasing the emphasis on having an **'exit-strategy'** in order ensure identify routes to **scale up plans** for projects so other organisations can adopt delivery models to directly deliver, regardless of the art form or industry.

Operational Projects 1 April – 30 June 2021

- Whilst updating the **Risk Register 2021/2022** was an essential and useful task for the organisation, staff were slightly unsure of which risks to identify for projects that they deliver. In addition, it was often tricky at times to check that information in the register as a whole flowed throughout the document to compliment different sections. For the next update of the register, we should deliver a more intensive **training sessions** to address areas of concern.
- Creative planning sessions with staff and directors also identified the need for our **strategy** to have a deeper focus on the **high-level impact goals** that we can contribute to as an organisation. Identifying key impact headlines for each activity department would enable projects to be evaluated against a common target and evidence the value of our work. This should be a crucial part of the Strategic Plan development and we have approached Gerri Moriarty to further support us in further integrating impact and outcomes into our future vision.
- Our new **HR Systems** have significantly decreased the workload of Operational staff members and simplified processes for the organisation. We introduced systems to support payroll/annual leave and feedback from staff has been positive. We will now further explore the potential of the systems, especially Breathe HR, to see if they can benefit other areas of the organisation (e.g. KPI tracking) throughout the year.

Evaluation

Activity Learning Points

Activity	Learning Points 1 April – 30 June 2021	Future Actions / Recommendations
Children's Laureate Wales and Bardd Plant Cymru	Whilst discussing recent concerns raised over our fees for Writers in relation to the Children's Laureate for Wales and Bardd Plant Cymru call-outs, one writer also highlighted an issue around the application closing date. It was pointed out that many writers who deliver activity within the educational environment plan in advance to secure income throughout the year and the short notice for the role start could potentially prohibit writers those in this position from applying.	Focus on communicating logistical details (e.g. when we plan to call-out for the next two Laureates/when the roles will start) throughout this lifecycle of the projects so writers are aware of the opportunity and can factor it in to their planning.
Representation Wales: Developing Writers of Colour	Despite the programme being early in its delivery phase, we quickly identified the importance of focusing on a particular shared lived experience, in terms of the current cohort identifying as people of colour, that has a heavy influence on every aspect of our approach of the programme. We initially planned to open up the eligibility to anyone who felt under-represented in Wales' Literary Culture, but have since re-evaluated that decision based on the above learning in order to offer an authentic and meaningful programme which is curated on the need and demand on the cohort.	Alter our initial plans to targeted a wider variety of under-represented writers and instead deliver the next edition of the programme to another target client characteristic group (individuals from or/and on low-income).
Writers Mosaic Event	In April 2020, we were approached by the Royal Literary Fund's WritersMosaic initiative to partner on an event which explored the meaning of empathy in a Welsh context. The delivery model integrated our partnership and facilitation approaches and also enabled us to suggest Wales-based writers to participate in the event. Our input did not require much staff time, yet we were still able to support the delivery of a successful event that encouraged an open conversation amongst established writers.	Increase our engagement with similar events as secondary partners to support Wales' established writers obtain opportunities and represent our Literary Culture.