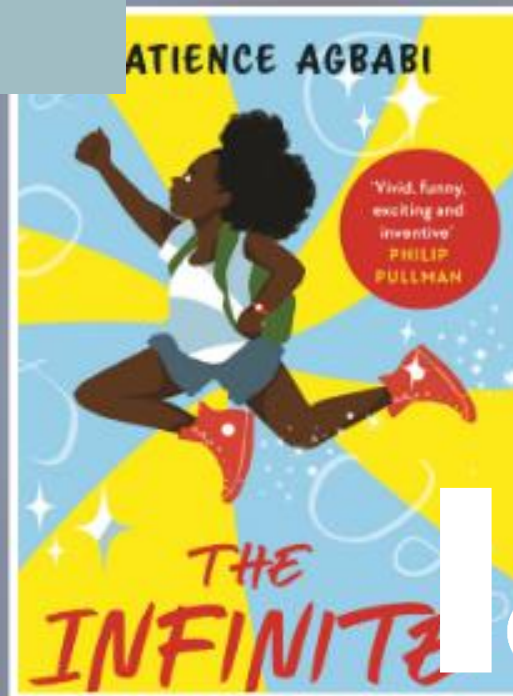
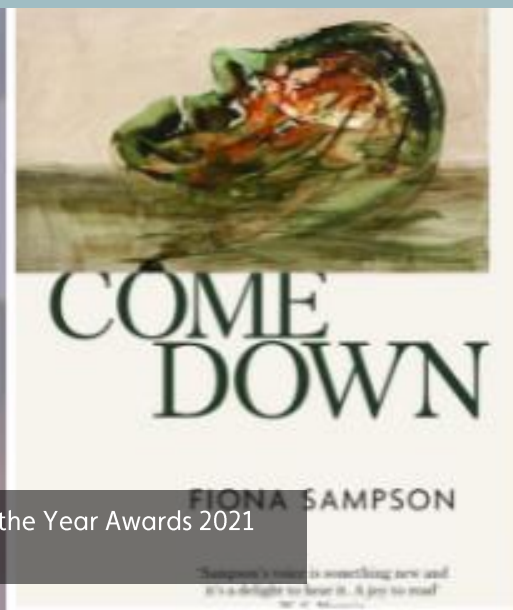


2021/2022

Organisational Report #10

Period covered: 1 July – 30 September 2021



The Welsh and English language shortlist for Wales Book of the Year Awards 2021



Llenyddiaeth
Cymru
Literature
Wales

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How to read this report

- This report is an amalgamation 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**.
- 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 still realistic to achieve.

COVID-19 Update

A summer of development: preparing our pathway to future strategy and activity.

The last quarter saw staff investing time in strategic planning and programming which meant that project delivery was to some extent put on halt during this quarter. This period of preparing the groundwork for future activity also coincided with a natural pause in our two children's Laureates' projects during the summer holidays. Taking the time to collaboratively prepare our upcoming **2022-25 strategic plan** and share learning points gathered over the last two years was valuable for the whole team as we now look forward to delivering our revised strategy over the next few years.

The 2022-2025 strategic plan is a natural continuation of our 2019-2022 strategy, and consolidates our approach, priorities and organisational goals. During the last quarter, COVID-19 restrictions continued to ease in Wales and the submitted Plan was designed with the hope and expectation that in-person delivery will be taking place in the new financial year and will be delivered in balance with digital delivery, using whichever method will best achieve our desired impact. We value the importance of face-to-face interaction within creative expression and where possible and safe to do so and by continuing to carefully follow Government guidelines, we look forward to offering in-person activity regularly again.

Some of our projects were able to return to in-person delivery this quarter. These projects often engaged with marginalised and vulnerable groups, such as [Ar Y Dibyn](#) which is delivered to individuals living with addiction and [Share Your Words](#), a cross-art project for refugees in Newport. Through consultation sessions with workshop facilitators in Q.1, we learnt about difficulties engaging with vulnerable people over digital platforms. This was often due to a lack of group dynamic, the barriers to expressing trauma over screen, and the added complication of ensuring appropriate safeguarding. In turn, this recovered in-person interaction was welcomed by the participants and facilitators alike.

Tŷ Newydd is set to re-open its doors in April 2022 and programming for the coming financial year was set in motion during this quarter with a number of exciting tutors already booked in. Over the summer, the centre welcomed its first writers in almost 2 years- a great reminder of how valued the building is as a space for sharing and creativity.



Visitor World Map at Tŷ Newydd Writing Centre

Highlights

Organisational

- Literature Wales' **2022-2025 Strategic Plan** was submitted to the Arts Council Wales. The new strategy will continue our work of building a brighter, more empowered and a healthier Wales through literature, and places the Future Generations Act at its forefront.
- **Natalie Jerome** was appointed as **Deputy Chair** of the Management Board.

Activity

- A successful **Wales Book of the Year 2021** campaign delivered through a series of programmes on BBC Radio Wales Arts Show and BBC Radio Cymru.
- **Eloise Williams** started her year-long residency at **Tonyrefail Community School** in Rhondda Cynon Taf. The project, which is called **Do You Get Me?** is run in partnership between Literature Wales and First Campus and aims to learn the impact that prolonged engagement with a writer can have on the students and the wider school community.
- **Tŷ Newydd** welcomed its first writers in almost two years and was offered as a space for: the **10** young and emerging writers who co-wrote the YA series **Y Pump** (Y Lolfa); the **Write4Word's** literary exchange project with Swedish-Bangladeshi international writer **Anisur Rahman**; and a local project - **Prosiect Llwybr Cadfan Sant i Esgobaeth Bangor**.
- The **Community Building in Wales' Literature** event took place virtually generating an audience of 50 individuals. Run in partnership the Ledbury Critics Scheme and Poetry Wales, and as part of our **Representing Wales: Developing Writers of Colour** programme, it platformed **four** emerging writers of colour from Wales and highlighted the persistent inaccessibility of Wales' publishing sector.
- The Mentoring Scheme for our **Rhys Davies Emerging Writers Course** launched, with three of the ten writers paired with a Mentor.
- A new Children's Laureate Wales and Bardd Plant Cymru were appointed following a successful call-out.



Marvin Thompson, Sadia Pineda Hameed, Connor Allen and Durre Shahwar: Four emerging writers who spoke at the **Community Building in Wales' Literature** event

Operational

- **Emma Sweenie** appointed as **Bookkeeping Apprentice** and will be based in Tŷ Newydd.
- The results of the new **State of the Nation Research** project were received.
- **Two** job opportunities shared, one for a new **Creative Lead** and another for a new **Creative Executive**.
- **Annual Report 2020/2021** produced, reflecting on our achievements and learning points during a particularly challenging year.
- Creative Executive, **Miriam Sautin** and Communications Executive **Ela Pari Huws** took on the Children's Laureate Wales and Bardd Plant Cymru projects respectively. New duties which reflect their interests and skillset.



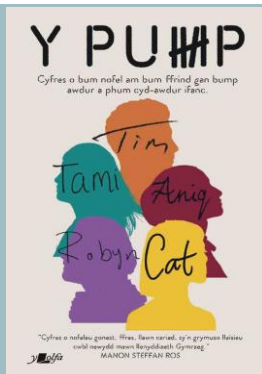
Four emerging writers of colour platformed during the **Community Building in Wales' Literature** virtual event



Eloise Williams started her year-long residency at **Tonyrefail Community School** in Rhondda Cynon Taf

Llyfr y
Flwyddyn
Wales Book
of the Year

The 2021 winners of the **Wales Book of the Year** awards announced.



10 young and emerging writers who co-wrote the YA series, **Y Pump** (Y Lolfa) welcomed at Tŷ Newydd



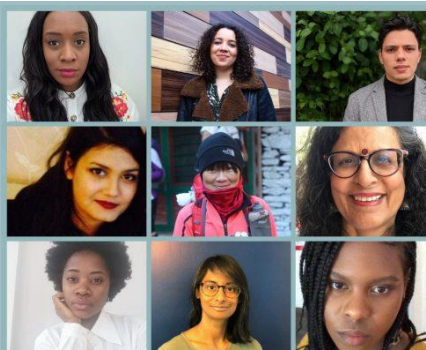
Literature Wales appointed **Natalie Jerome** as **Deputy Chair** of its Management Board



Dominkia Rau delivered 6 workshops with a focus on health and well-being in partnership with the **Congolese Development Project** and the **Royal College of Psychiatrists**



Eloise Williams ended her two-year tenure as the first ever **Children's Laureate Wales** with a special recorded message for the children of Wales



Mentoring Scheme for our **Rhys Davies Emerging Writers Course** launched, offering on-going support to the writers.



Share Your Words project delivered in-person for refugees in Newport as part of the **Lit Reach** project



We said that we will strengthen the range, reach and reputation of Wales' writers.

We are doing this by delivering and supporting national and international projects, facilitating literary commissions and developing opportunities with wider recognition for our writers.

Since April 2019...

596

established writers engaged in high-profile projects

172

commissions awarded to established writers through our intervention

146

early career writers engaged with our high-profile projects

49

Partnerships and exchange projects delivered through collaboration or facilitation outside of Wales

Figures from 1 April 2019 – 30 September 2021
*Source: Our progress and evaluation reports

Highlight: Wales' Literary Culture

As Wales gradually stepped out of lockdown and people returned to busier routines, we were keen to continue expanding the reach of our literary culture following reports of increased engagement with literature over the last year. We have continued to nurture a love of literature by showcasing the best of Wales' writers and literary works and ensuring that these appeal to a variety of individuals, regardless of background.

2021 Wales Book of the Year Award Ceremony

Wales Book of the Year's arrangements continued to be impacted by Covid-19 in 2021, with the inability to hold a venue based awards ceremony. However, following last year's success, and upon considering the increased accessibility of a digital ceremony along with the decreased environmental impact, we now understand that a digital approach aligns itself more closely to our strategy and values.

Digital Engagement:

*Data from The Arts Show average figures.

- **10,000** people listened to the announcement live on Radio Wales Arts Show or via the BBC Sounds Application*
- **807** individuals took part in the Wales' Arts Review People Choice Award, with a number of international votes coming from the USA, Chile, New Zealand and Spain.
- **554** individuals took part in the public Golwg 360 vote.

Championing Wales' Diverse Literary Culture:

"The vastly impressive quality of all the shortlists across the categories of fiction, non-fiction, poetry and, especially, children's books encapsulate the diverse and incredible talent of Welsh writers we have on offer..."

Scott Evans, on behalf of the judging panel

This year's shortlist saw a diverse range of voices being celebrated, particularly in the English-language award. Championing a diverse and representative Welsh Literary Culture is a key priority for Literature Wales and we were thrilled to see that our diverse Assessment Panel brought such exciting voices into the limelight. Also, in 2021 more women were shortlisted for the award than ever before, and for the first time in the prize's history all categories, including the independent People's Choice Awards, were all awarded to women. Furthermore, several of 2021's shortlisted writers had previously benefited from Literature Wales' writer development schemes delivered either directly or in partnership including Bursaries, Mentoring, Hay Writers at Work and courses at Tŷ Newydd Writing Centre. This demonstrates the impact of these schemes and the pathways to success we pave for Welsh writers.

Organisational Impact & Outcomes

	Target for 31 March 2022	Current Progress 1 July – 30 September 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		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>Due to COVID-19, response rates and staff capacity, we are currently reassessing the delivery of the Longitudinal Survey. We will complete this reassessment in the autumn and will measure its suitability and sustainability in the new year.</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>	

A Note on Long-Term Impact:

As we reassess our plans on the longitudinal survey's delivery and how this valuable in-depth tracking tool will support our strategy and programming, we will also be exploring ways of improving our methods of monitoring our projects' long-term legacies.

We understand that projects, be they courses, resources, workshops, or public monuments, often continue to have resonance with individuals and communities long after they have been completed. An example of this is our [Land of Legends website](#), which continues to generate around **20,000 page views** every quarter. Similarly, public fixtures such as the [Earth Hour](#) murals painted as part of the Bardd Plant Cymru project in partnership with WWF Cymru and the painting of the Cardiff Central Station water tower as part of the [Weird and Wonderful Wales](#) project, continue to intrigue, interest and inspire members of the public.

In time, we'll be looking to develop ways of tracking and communicating these long-term engagements and looking into creating more sustainable and reusable resources for our creative participants and writers.

Organisational Outputs

Activity Key Measures of Success: **Participation**

Targets for 31 March 2022	Current Progress 1 July– 30 September 2021	Overall Progress	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.	As left.	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, 34,551 creative participants and audience members have attended our activity 'in person'. We've also engaged with 22,392 people through digital activities, including resources, social media, video and online activity.	Since April 2021, 98,588 creative participants and audience members (including digital figures) have engaged with our activity.	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.	As left.	Equality & Diversity monitoring forms
At least 550 creative participants are directed to our writer development opportunities compared to 694 in 20/21.	83 creative participants have been directed to our writer development opportunities in the above period.	In total, 161 creative participants have been directed to our writer development opportunities since April 2021.	Our project progress and evaluation reports

Organisational Outputs

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

Targets for 31 March 2022	Current Progress 1 July – 30 September 2021	Overall Progress	Method of data capture
<p>We provide at least 300 creative and professional opportunities for early career writers annually, compared to 280 in 20/21.</p>	<p>53 creative and professional opportunities were provided to early career writers this quarter. For example, Dominka Rau was appointed to deliver activity as part of the third round of writer commissions following an open callout and Sarah Featherstone and Francesca Kay co-led workshops for refugees in Newport.</p>	<p>In total, we have provided 112 creative and professional opportunities for early career writers since April 2021.</p>	<p>Our project progress and evaluation reports</p>
<p>There are at least 37,000 unique page views of our online writer development information annually, compared to 33,463 in 20/21.</p>	<p>Our writer development information received a total of 3,090 unique page views, this quarter. We are currently developing useful information and resources for writers at all stages of their career, and aim to deliver writer training live events during Q.4.</p>	<p>In total, we have received a total of 8,108 unique page views of our writer development information.</p>	<p>Google analytics</p>
<p>A total of 150 young writers (aged 16-30) are provided with sustained support annually, compared to 175 in 20/21.</p>	<p>43 young writers were provided with sustained support this quarter.</p>	<p>In total, we have provided sustained support to 76 young writers since April 2021.</p>	<p>Our project progress and evaluation reports</p>

Organisational Outputs

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

Targets for 31 March 2022	Current Progress 1 July– 30 September 2021	Overall Progress	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.	77 established writers and 26 literary works have engaged in our high-profile projects this quarter.	In total, 112 writers and 221 literary works have engaged in high-profile projects since April 2021.	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 4 partnership and exchange projects outside of Wales.	In total, we have collaborated on and facilitated 10 partnerships and exchange projects outside of Wales since April 2021.	
Through our intervention, at least 80 commissions per year are awarded to established writers by other organisations, compared to 114 in 20/21.	6 commissions have been awarded to established writers by other organisations, including a commission by EYE Cymru for NPW, BPC, CLW and Future Generations Poet on the theme of '100 Words of Hope. The event has since been postponed until Autumn 2022.	In total, 15 commissions have been awarded to established writers by other organisations through our intervention since April 2021.	
A minimum of 60 early career writers engage with our high-profile opportunities annually, compared to 57 in 20/21.	28 early career writers have engaged with our high-profile projects.	In total, 35 early career writers have engaged in our high-profile projects since April 2021.	

Organisational Outputs

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

Targets for 31 March 2022	Current Progress 1 July – 30 September 2021	Overall Progress	Method of data capture
<p>100% of our data from our activity and operational projects is stored in our central monitoring & evaluation (M&E) hub</p>	<p>We have identified that not all of our activity and operational data is being captured through our monthly project progress and evaluation reports. This is due to staff feeling overwhelmed and demotivated by the current monitoring and evaluation processes. An updated training session will be run and further guidance will be provided by line managers during Q. 3. We will also be designing our new impact framework during this period.</p>	<p>As left.</p>	<p>Our project progress and evaluation reports and annual MARCOMMs survey</p>
<p>1 Annual Report communicating our impact has been circulated</p>	<p>We have successfully produced our Annual Report 2020/2021.</p>	<p>As left.</p>	
<p>12 monthly [PAUSED 21/22] and 4 quarterly evaluation reports have been produced</p>	<p>This is the second quarterly evaluation report of 2021/2022. The plan of creating monthly reports has been put on pause and we are currently in the process of exploring different methods of improving internal communication within the organisation.</p>	<p>We have produced 2 quarterly reports since April 2021.</p>	
<p>100% of new or perennial projects are pitched to SLT, and all reference learning points from our analysis</p>	<p>100% of projects have been pitched to SLT in the above period, and staff continue to engage well with the new pitching process. Feedback from staff suggests that the monthly Creative Meetings have been helpful to refine project pitches before submission.</p>	<p>As left.</p>	

Organisational Outputs

Operational Measures of Success: Human Resources

Targets for 31 March 2022	Current Progress 1 July – 30 September 2021	Overall Progress	Method of data capture
100% staff have attended at least 3 cross-team training sessions	In the above period 53% of staff attended varied internal and external cross team training sessions including an ACW Investment Review workshop attended by SLT, and internal induction and project handover training sessions.	100% of staff have attended 2 cross team training sessions since April 2021, and 68% attended a further session.	Our project progress and evaluation reports
At least 4 staff have benefitted from sustained professional development opportunities (e.g. courses)	3 Staff members have benefitted from sustained professional development, including our Bookkeeper Apprentice, who began attended weekly AAT training course in late September. 2 staff members also attend regular Welsh-language classes.	3 staff have benefitted so far form sustained professional development	
Staff job satisfaction ratings have increased by at least 7%	We are currently finalising our staff well-being survey which will be sent out at the beginning of October. We prioritise staff well-being and carefully consider their preferences and situations when discussing a return to the office.	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)	Over this period an average of 11.49% our employees, volunteers, contractors and Directors identify as BAME and 0% have disabilities, and 4 of these are in a senior position on the staff and Board.	As left.	Our project progress and evaluation reports
We will have worked with at least 20 volunteers	3 volunteers have worked with us in the above period through our activity projects.	We have worked with 7 volunteers in since 1 April 2021.	

Organisational Outputs

Operational Measures of Success: Tŷ Newydd Writing Centre Business

Targets for 31 March 2022	Current Progress 1 July – 30 September 2021	Overall Progress	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.	As left.	Our quarterly accounts and record of fundraising work
Friends of Tŷ Newydd Scheme launched, and at least 30 new Friends join [PAUSED 21/22]	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 21/22]	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 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.		

Organisational Outputs

Operational Measures of Success: **Sector Facilitation**

Targets for 31 March 2022	Current Progress 1 July– 30 September 2021	Overall Progress	Method of data capture
Directly deliver no more than 10 projects annually	6 projects have been directly delivered during this quarter, including Wales Book of the Year and Representing Wales.	A total of 6 projects have been directly delivered this year. Most directly delivered projects run year-round.	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 8 partner-led projects as facilitators or secondary partners and provided 2 with general in-kind support	In total, we have intensively supported 20 partner-led projects and provided general in-kind support to another 15 .	
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 in-kind support to 113 individuals, groups and organisations .	In total, we have provided in-kind support for 153 individuals, groups and organisations.	
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 5 new self-run sustainable literary projects in areas of need.	In total, we have stimulated 16 new self-run sustainable literary projects in areas of need.	

APW Additional RFA Target Update

Welsh Language Development Plan

Targets for 31 March 2022	Current Progress 1 July – 30 September 2021	Overall Progress 1 April 2021 – 30 September 2021	Method of data capture
Partner with a language sector organisation to pilot a Welsh language project for children, young people and families.	<p>We have identified an exciting new partnership with Mudiad Meithrin with the aim of engaging with very young children to support the teaching of representative literature within an educational and home setting.</p> <p>This is an exciting new potential partnership which we hope will have long-term impact. It is due to be confirmed in Q.3.</p>	As left.	Our project progress and evaluation reports

Evaluation

Organisational & Operational Learning Points

Organisational Learning 1 July – 30 September 2021

The development and submission of our **2022-2025 Strategic Plan** was a key organisational commitment during the quarter as all staff contributed to the drafting and editing process. The Plan is based on thorough consultation work conducted with Critical Friends during the summer and on key learning points noted over the last three years.

On top of delivering a strategic session with the full team during Q.1, the arts consultant **Gerri Moriarty** also delivered 2 workshops for 3 members of staff to refine our impact framework which is due to be launched in April 2022. The sessions were valuable in learning ways to successfully communicate our impact and in creating a realistic framework which takes staff capacity and our new organisational goals into consideration.

The summer was also key for the development of the second edition of our flagship programme, Representing Wales. We dedicated time to consulting with a number of writers from a low income background. These findings, which will be gathered into a detailed report during Q.3, directly fed into decisions made on eligibility and programme structure. The findings will also have an impact within our wider activity as our understanding of best legal, safeguarding, and creative practices increased.

Finally, the quarter also highlighted a need for a clearer and more pinpointed approach to our international strategy. We've learnt that the role of international projects needs to be reconsidered within the organisation and clear guidelines must be established to ensure that any international projects align themselves with our wider strategy, whilst also offering a platform for Wales' writers and an opportunity for organisational learning.

Operational Projects 1 July – 30 September 2021

The last quarter saw substantial changes within the team, as **two members of staff left and three recruitment campaigns were launched**. We have used this as an opportunity to tighten our internal structures and clarify staff roles and tasks. The decision to more closely align the M & E and Comms departments was a key step towards successfully implementing our impact framework which will take hold in the new financial year.

During the quarter, 2 members of staff conducted thorough research to **design internal pay guidelines** based on staff practices. These will be used as we wait for extensive research delivered by Aberystwyth University to be delivered in 2022. The application process for funding this academic research will take place in Q.3. In the meantime, our internal guidelines will ensure consistency and clarity within the organisation when paying artists and writers.

Another piece of key research that was delivered was our **State of the Nation Survey**, conducted by Strategic Research and Insight. A full report of the findings will be shared internally during Q.3, but initial findings have already fed into our activity programming, particularly Tŷ Newydd courses.

This quarter also highlighted the need for **further refinement of operational processes** which have the potential to distract from project and strategic delivery. This has been added to the risk register and processes will be reviewed for 22-25. Following on from this, it has also been noted that staff find our monthly data collection overwhelming and demotivating. Extra guidance will be provided by line managers and a refresh training session will be provided for all staff in Q.3.

Evaluation

Activity Learning Points

Activity	Learning Points 1 July – 30 September 2021	Future Actions / Recommendations
Wales Book of the Year Awards	Our second digital edition of the Wales Book of the Year awards again highlighted the accessibility, versatility and reduced environmental impact of a non-venue based ceremony.	We'll be looking to continue hosting the ceremony on digital platforms as we solidify and deliver our sustainability plan. This decision also feeds into our wider activity offer, and moving forward we'll be taking a harder line on travel, and other polluting factors tied into project-work. The decision whether to hold events and workshops in-person or digitally will be carefully considered, as we balance the desire and need for interaction, with the pollution caused by in-person events.
Community Building in Wales' Literature Event	This event was delivered as part of our flagship programme, Representing Wales: Developing Writers of Colour and covered the role of grassroots organisations in diversifying and opening up Wales' publishing landscape. Generating a consistent audience of 50, the success of the event suggests an interest in the topic.	Moving forward, we'll be looking to open up more events delivered within the Representing Wales programme as a way of platforming our cohort, and further addressing important issues such as the inaccessibility of the Welsh publishing industry. It would also succeed in widening the programme's reach and impact. Despite the importance of closed-off events within the cohort in order to create a safe space for the writers, opening up some of the sessions would further promote the programme and help attract more writers to apply for the 2022-23 edition.
End of 2019-2021 Children's Wales tenure Laureate	We decided to appoint a poet rather than an author as the 2021-23 Children's Laureate, after learning that this form lends itself better to short workshops and as a way of further complementing the Bardd Plant Cymru sister project. We also learnt of the importance to align the project's activities with our strategy.	The 2021-23 project will be used to pilot our new impact framework to check the viability of the framework and to ensure the project remains grounded in our strategy.