



Operational Plan 2010/11

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1 Strategic Statement

Recent years have witnessed a transformation in the development of the Welsh Books Council. Its remit has expanded substantially with the transfer of the Arts Council of Wales's responsibilities for publishing (2003) and the increase in the Welsh Assembly Government's provision for publishing in Welsh (since 2002) and in English (since 2004). These developments have all served to underline the Books Council's role as the organisation which gives strategic direction to the publishing sector in Wales in both languages.

Investing in authors, strengthening the publishing infrastructure and improving marketing: these are the cornerstones of the strategy for developing the publishing industry in Wales. The additional funds provided by the Welsh Assembly Government have had a beneficial effect as regards Welsh-language books, and the priority this year will be to administer the additional funds provided for authors and to appoint more creative editors. The development of English-language books from Wales is still in its infancy, and although the signs are encouraging further investment will be needed by the Assembly Government in order to implement fully the far-reaching report of the National Assembly's Culture Committee, *Welsh Writing in English*.¹

In accordance with our Corporate Plan, we shall continue to place emphasis during the coming years on improving the quality of books (through investing in authors and editors) and increasing still further the attention we give to sales and marketing. It must also be stressed that the infrastructure of the main publishing houses remains fragile and the Books Council will continue to highlight their need for further support in order to become successful, dynamic businesses which, ultimately, will be less dependent on public subsidy.

A significant development since drawing up the last Corporate Plan has been the appearance of Kewley and Richardson's report on trade representation.² Commissioned by the Books Council, this strategically important report will steer our endeavours in the field of sales and marketing for the foreseeable future. Referring to it in his remit letter to the Council, the Minister observes that the Books Council must 'work with the industry to ensure that all parties in the supply chain adopt and adhere to UK-wide publishing and distribution disciplines and operational practices. The Books Council should take the lead in establishing such professionalism throughout the book trade in Wales . . .'

The Council is also actively pursuing ways of utilising new technology alongside traditional methods of publishing. The National Library of Wales's vision of a Theatre of Memory, for example, affords the ideal opportunity to set up a central digital repository.³ This would be an invaluable resource for publishers and would greatly facilitate on-demand printing and e-book delivery.

Technology is becoming an integral part of both book and magazine publishing and the Council will continue to encourage developments in this area. The new on-line news and current affairs service Golwg 360 provided by Golwg Newydd Cyf. is well-established,

¹ *Welsh Writing in English: A Review*, Culture, Welsh Language and Sport Committee, March 2004

² *A Review of the Welsh Books Council's Trade Representation Service*, David Kewley/Paul Richardson, July 2005

³ *Digitisation and Electronic Publishing: developing a strategy for book publishing in Wales*, Rightscom, October 2001

and acts as an important tool to reach a new generation of readers. The Council will commission a review of the service during 2010.

Within the Council's own operations, electronic developments proceed at a rapid pace. The priority for 2010/11, as emphasised in the Minister's remit letter, will be to continue to implement the recommendations of the recently commissioned Risk Assessment Audit. In the Minister's words: 'Given the rapid development of the Council's ICT systems in recent years and the fact that a range of clients now depend on these systems, both to access information and to make purchases, it is imperative that the Council's systems provide a fast, reliable and continuous service.'

2 Nature of the document

This document outlines what the Books Council will achieve, within available financial resources, in the financial year April 2010 to March 2011.

It also shows how the Council will contribute to the Welsh Assembly Government's objectives during the year in question.

Reference is made to relevant pages in the latest Corporate Plan (2005/06–2007/2008).

3 Purpose, Core Functions and Key Objectives

3.1 The Council's purpose, as set out in its Constitution, is:

to promote, encourage and increase the appreciation and interest of the public in literature . . . [and]

- a) to encourage and assist authors and translators by awarding grants and otherwise
- b) to encourage, promote and assist the production and distribution of books and other recorded literary and artistic material howsoever recorded (whether by known means or by means as yet unknown) in Welsh or of Welsh interest
- c) to organise and hold exhibitions of such books and other material
- d) to encourage and promote the publication of such books and other material in Wales.

Much of the Council's work is devoted to providing the publishing trade with basic services and, inevitably, these are not short-term projects. For a list of the Council's core functions and key objectives, please refer to the Corporate Plan, pp.6–7.

3.2 Welsh Assembly Government Objectives

This Plan follows the guidance in the Minister for Heritage's Remit Letter for 2010/11.

The Remit Letter sets out the Welsh Assembly Government's strategic agenda as embodied in the *One Wales* document and emphasises the need for the schemes of public bodies to contribute to the composite vision outlined in this and other relevant documents. Special reference is made to:

- *One Wales*
which includes commitments on a strong and confident nation, a healthy future, a prosperous society, living communities, learning for life, a fair and just society, a sustainable environment, and a rich and diverse culture.

Much of this is relevant to the work of the Books Council. The Council's investment in the infrastructure of the publishing industry in Wales is a direct investment in jobs and the development of skills in the sector; this in turn contributes to creating a strong and confident nation and a prosperous society. The Council's activity in support of reading and literacy is an important contribution towards supporting living communities, learning for life, and a rich and diverse culture. Special mention should be made of the importance of the National Year of Reading 2008 and the legacy schemes in this context, in addition to the World Book Day activity.

- *Iaith Pawb*
- *Creative Future: Cymru Greadigol*
- The Report of the Welsh Assembly Government's Task and Finish Group on Publishing
- *Making the Connections* and *Delivering the Connections*

The Books Council is aware of the need to work towards achieving the Assembly Government's main objectives.

Delivering the Connections

As part of its central role in promoting the publishing industry in Wales, the Council provides a range of services for all sectors of the industry. At the same time, it also places considerable emphasis on serving the public directly through supplying information about books from Wales in both languages and making them available through bookshops and on-line.

The Council will continue to focus increasingly on extending information on established databases (internal and global) and will collaborate closely with publishers to ensure that details of published books are comprehensive and accurate. This will enable the public to gain access to the latest information about books from Wales as well as to purchase them. It will provide a link between the reader and the publishing industry.

In accordance with the Council's Language Policy, our database will be maintained in English and Welsh.

With a view to improving this aspect of its work in particular, the Council has created a separate department to give a lead in the field of Information Services. This department coordinates dealing with public enquiries/complaints on information services and provides advice as necessary.

The Assembly Government's other Objectives

- Working in Partnership

The Council will work in partnership with a range of bodies, including those referred to in the Remit Letter, namely the Department for Children, Education, Lifelong Learning, the Arts Council of Wales [and the Academi], the Welsh Language Board and the British Council. The Council also has strong links with the voluntary sector, especially in the context of World Book Day activities in Wales and schemes for the promotion of reading.

The Council will also work closely with CyMAL and public libraries in the promotion of books and reading in Wales and as we continue to implement the Assembly Government's recommendations for Welsh writing in English.

The Council will support the implementation of the Wales Spatial Plan and the Sustainable Development Action Plan through:

- supporting the work of publishers and booksellers to enable them to contribute positively to the social well-being and economic success of their localities
- responding to the needs of readers in both Welsh and English, be they children, young people or adults
- supporting a wide range of reading material which is suitable for readers in all parts of Wales
- working to strengthen the infrastructure of the publishing industry in Wales to ensure a sustainable economy

The Council will aid the delivery of local authorities' Community Strategies through:

- supporting and promoting local authorities' community activities as part of World Book Day and other relevant reading campaigns
- securing practical support for publishers, booksellers and libraries to deliver a programme of community activities, such as author tours and book launches
- supporting local community activities such as reading groups and book festivals

The Council will engage with Community First Partnerships, where appropriate, to assist in the delivery of Community Action Plans. This will be done through promoting and supporting activity in these areas in connection with the Council's plans for promoting reading and through funding activity in collaboration with education and library authorities.

The Council will meet its obligations as a responsible public body in the context of recent legislation concerning employees as well as the public. With particular regard to the Welsh language, the Council's Language Scheme was approved by the Welsh Language Board in 2007 and is being monitored on an annual basis.

- European Funding

The Council will continue to collaborate with International Business Wales and others in order to take advantage of every opportunity to help Welsh companies secure European funding towards the promotion of their output.

There will be special emphasis on securing support for the promotion of books from Wales in the overseas market.

Partner	Action in 2010/11
Department for Children, Education, Lifelong Learning	<ul style="list-style-type: none"> • Exchange information and experience with regard to grant schemes and commissioning schemes • Publish children's books catalogue (annually) as a joint project • Coordinate World Book Day and the schemes part of the legacy of the National Year of Reading • Collaborate on Stori Sydyn / Quick Reads project as part of the Basic Skills strategy
Arts Council of Wales/Academi	<ul style="list-style-type: none"> • Cooperate on Book of the Year Awards • Work jointly on the Hay Festival programme • Academi to contribute to World Book Day
Wales Literature Exchange	<ul style="list-style-type: none"> • Exchange information on relevant projects • Cooperate on book fairs (especially Frankfurt/London)
The Welsh Language Board	<ul style="list-style-type: none"> • Requirements of the Language Plan • Exchange information • Investigate areas of collaboration to promote reading
The British Council	<ul style="list-style-type: none"> • Investigate areas of collaboration to promote books from Wales abroad
CyMAL: Museums Archives and Libraries Wales	<ul style="list-style-type: none"> • Develop gwales/libraries • Elements of reader development
National Library of Wales	<ul style="list-style-type: none"> • Welsh Journals digitisation scheme • Cooperate on exchanging information between NLW catalogue and gwales database • Theatre of Memory project

Urdd Gobaith Cymru	<ul style="list-style-type: none"> • Several projects including the promotion of the Tir na n-Og Awards, and the Welsh-language Children's Poet Laureate
Communities First	<ul style="list-style-type: none"> • Target these areas in the context of World Book Day and offer financial support for activities in conjunction with local education authorities and also library authorities
Voluntary Sector	<ul style="list-style-type: none"> • Secure the support of voluntary organisations and registered charities for reading promotion activities • Target two voluntary organisations to support World Book Day on a national level
Wales TUC Cymru	<ul style="list-style-type: none"> • Build on the relationship established during the National Year of Reading with a view to promoting books and reading in the workplace

Mainstreaming

The Council will endeavour to mainstream a number of basic principles established by the Welsh Assembly Government.

Principle	Action in 2010/11
Equal Opportunities	<p>Comply with the Council's equal opportunities policy. Ensure equal access to all services offered. Ensure transparency in the appointment of members to the Council's panels, including public advertisement. Comply with the Council's Language Plan. Through the grant schemes, support a wide range of publications which reflect the various interests of current readers.</p>
Sustainable development	<p>Support the infrastructure of the publishing industry, in pursuit of a sustainable economy in Wales. Maintain and support training within the publishing industry to develop skills. Seek opportunities to save energy, particularly as regards fuel, and monitor the recycling of office materials. Monitor the waste management programme regarding the recycling of office materials and comply with the recommendations of the Hazardous Waste Audit.</p>

Social justice	Continue to support and promote suitable reading material for new readers in partnership with Basic Skills Cymru. Support a broad range of reading material in Welsh and English. Support activity for the promotion of literacy and reading skills.
Disability	Comply with the requirements of the Disability Discrimination Act. Develop on-line access to information about books from Wales and the Council's services. Respond to applications for grants for audio books. Help libraries secure a steady stream of large print books in Welsh, of a high standard of design and production
Promoting the Welsh Language	Comply with the requirements of the Council's Welsh Language Plan.

- Publicity/Branding

The Council will comply fully with the Assembly Government's requirements regarding branding and will acknowledge the Assembly Government's support in events and publications as set out in the Remit letter. Staff will continue to work closely with Welsh Assembly Government officials in order to ensure a coherent and integrated approach to marketing and communication.

4 What the Books Council will achieve in 2010/11

4.1 Priorities

The priorities listed on p.11 of the Corporate Plan remain in force. Each will see an enhancement in activity; however, some key developments will depend on additional funding, e.g. in connection with Welsh writing in English and implementing the Joint Marketing Strategy.

4.2 List of activities

see Corporate Plan pp.12–19

The main activities are listed under the following headings:

- Provision of Information, Promotion and Marketing
- Provision of Services
- Supporting Authors
- Publishing Grants
- Finance and Management

4.3 Special attention

Listed below are the schemes which are specifically referred to in the Remit Letter, together with several other schemes from amongst those listed in 4.1 and 4.2 above. Updates on these will be included in quarterly reports to Assembly Government officials.

1 Publishing Grants

The budget for Publishing Grants in 2010/11 is £2,773,000. For a breakdown according to language of publication, see p.22 (Appendix 3).

2 Grants for Welsh-language materials

The Council will earmark the additional funding (£300k), available from April 2010 onwards, in order to further develop publishing through the medium of Welsh. This will entail strengthening and extending three schemes that are already in existence. Reports will be prepared on these schemes according to the targets of providing new creative editor posts in the publishing houses and commissioning a wider range of publications.

We will strengthen the infrastructure of the publishing companies by increasing the number of supported creative editor posts. In order to continue to raise the standard of the material supported, it is essential to have the services of professional staff to take responsibility for steering the publishing programmes through the various processes. The new term for all supported posts will start as soon as possible after the beginning of April 2010.

There will be further investment in the Payments for Authors scheme, and the fund for commissioning original drawings/photographs will be extended to include payment for copyright of visual materials and for design work. Thus we hope to further extend the range of publications available in order to reach different categories of readers, including those who are not confident readers of Welsh-language books at present. The new funding for the visual element will make it easier to produce more attractive books, especially factual works which depend heavily on drawings and photographs.

The performance of publishers, in the context of providing dependable advance information about forthcoming books, will continue to be monitored during 2010/11.

The Council will support 17 magazines during 2010/11 – those titles awarded franchises in November 2008, together with *Barn* which was awarded a franchise in November 2009 for the period 2010–12.

A review of the performance of Golwg Newydd will be held during April–May 2010, to be presented to the Council’s Welsh-language Publishing Grants Panel in June, and the scheme will be carefully monitored throughout the year.

The Grant will support:

- A minimum of 215 books
- 17 magazines
- A minimum of 15 main commissions to authors
- Commissions for illustrators/photographers – a minimum of ten
- The equivalent of 10 editorial posts in the publishing houses by March 2011
- Additional grants to independent bookshops, based on turnover
- Distribution of marketing budget (£75,000) – see point 5 below

3 Grants for English-language publications

The Grant will support:

- A minimum of 73 books published with the support of the Literature Grant
- 4 main literary magazines (or literary supplements)
- A minimum of 25 books under the author advance scheme (15 to be published, and 10 to be commissioned)
- A minimum of 20 marketing schemes
- A minimum of 9 creative editor and marketing posts
- A minimum of 4 titles in the Library of Wales series

The Books Council will continue to make efforts to strengthen the infrastructure of the main publishers and will ensure that publishers adopt established critical paths (see the Kewley Richardson recommendations).

The Council will:

- ensure that schemes funded from the Literature Grant and the Additional Funding give best value for money, particularly at a time when the grant is at standstill
- review and renew the annual contract of the English-language book publicists and continue to monitor the efficacy of the scheme
- continue to focus on promoting good practice among publishers who are in receipt of grants. The emphasis will be on excellence in the fields of editing, design and first-rate production standards, producing balanced publishing programmes, ensuring that Advance Information sheets are produced electronically, and providing an emphasis on marketing. Appropriate training opportunities will be offered to publishers
- continue to monitor the effectiveness of the author advances and the marketing grants and their value for money
- monitor the literary/cultural magazines and ensure that they enhance and diversify the content of their magazines and increase their market reach, including exploiting the opportunities provided by new technology
- invite and assess applications from publishers for three-year core grants, to be implemented from April 2011 onwards.

4 Review of Welsh Writing in English

- The focus during 2010/11 will be on ensuring that popular titles are developed in accordance with established critical paths and that all schemes directly and indirectly work to strengthen the infrastructure of the main publishing houses in Wales in addition to fulfilling the specific criteria of each scheme.
- Monitor sales figures of books supported with Author Advances or Marketing Grants, continue to analyse the data, and collect new data
- Libraries – see 8 below
- Library of Wales series – monitor and assess the development of the project, and continue to maintain high standards and ensure a strong emphasis on marketing the whole series (current and backlist titles).

5 Joint Marketing Strategy

It will not be possible fully to implement this strategy, drawn up jointly by all sectors of the industry, without additional funds. In the meantime, we shall

continue to provide modest support from the Publishing Grants budget for a limited number of schemes prioritised by the Working Group:

- Support applications from publishers for book launches and authors' signings
- Support external publicists to help publishers raise the profile of books in the press and media
- Continue to develop and maintain the information warehouse (Welsh Book Trade Info) for the use by the trade, libraries and public
- Give administrative support to Cwlwm y Cyhoeddwyr
- Support generic advertising

6 Gwales.com

Continue to place emphasis on the development of gwales.com. These are the priorities for 2010/11:

- Promote the new-look website following the change of interface
- Continue to encourage publishers to send information about forthcoming books through electronic means, at least 3 months in advance
- Automate the means of transferring data from electronic forms to the database
- Commission c.425 books reviews and place them on gwales
- Maintain the level of orders sent electronically from shops to the Distribution Centre
- Create weekly promotional messages for users of gwales in order to promote the website.

7 The Distribution Centre

- Continue to implement the recommendations which are relevant to the Distribution Centre in the review of trade representation – see 9 below
- Expand the use of EDI to enhance electronic communication with booksellers
- Offer gold contract publishers the choice of a distribution model (as an alternative to the wholesaling model) which would be based on net receipts
- Create systems which will automate orders and stock level maintenance
- Benchmark performance on key areas of delivery on a monthly basis

8 Libraries

Continue to discuss with CyMAL further developments for the benefit of libraries. Priority will be given to the following:

- Increasing the number of libraries ordering electronically through gwales/libraries
- Add 24 new titles to the Core List of Welsh books in English with the help of libraries and CyMAL, and include the titles on the gwales/libraries website
- Continue to collaborate with the National Library of Wales to exchange information between the gwales database and the Library catalogue
- Ensure that information about books from Wales is received by the bibliographic agencies supplying information to library catalogues in Wales.

9 Sales, Marketing and Promotion

- The main priority will be to continue to build on the changes implemented following the Kewley/Richardson report and ensure that formal contracts are in place for all distributed book publishers. The now well-established seasonal sales conferences will continue to be held and we will encourage more publishers to attend. With regard to shops in particular, we shall review the book returns policy and the standing order system.
- Independent, specialist bookshops will continue to be a priority.
- Continue to promote books from Wales through chain stores and supermarkets, focusing especially on the new arrangement with Tesco stores.
- Continue to hold regular meetings with wholesalers and head office buyers in the UK for relevant books to ensure maximum exposure outside Wales.
- Work towards closer relationships with CADW, Tourist Information Centres and Museums throughout Wales to ensure that a good selection of books from Wales are displayed in their retail outlets. Explore the possibilities of increasing the number of merchandised point-of-sale solutions for non-traditional outlets such as galleries, gift shops and tourist attractions.
- Continue to provide display and event space for publishers at the London Book Fair and work with International Business Wales (IBW) to ensure a continued presence from Wales at the Frankfurt Book Fair.
- Following the reorganisation of the Sbri-di-ri and Sbondonics Book Clubs, and the amalgamation of activities within The Book Club, we shall continue to monitor sales during the year, and the club will be promoted in order to ensure an increase in sales.
- Organise some 800 visits to primary and secondary schools and school conferences in order to show the wide range of material currently available and to promote sales through schools.
- Coordinate a national day in schools and libraries to commemorate the poet and children's writer, T. Llew Jones. It is hoped that this will become an annual event celebrated on (or around) the author's birthday, 11 October.
- Administer the Book Tokens Scheme in cooperation with bookshops in Wales.
- Administer the Outreach Scheme in support of bookshops.
- Administer an additional discount scheme for independent bookshops in order to increase sales.
- Coordinate World Book Day activities in 2011 and arrange a programme of activities to promote reading.

- Coordinate a programme of promoting the Quick Reads/Stori Sydyn scheme for reluctant readers
- Organise stands at the two national eisteddfodau and the Royal Welsh Agricultural Show. Collaborate closely with the nominated bookseller at the Hay Festival and contribute to the corporate stand there.
- Continue to produce the advertising supplements *Llyfrau'r Haf*, *Gwledd y Nadolig* and *Books from Wales* and various themed catalogues.
- Arrange a series of television advertisements to promote books from Wales.
- Organise the Tir na n-Og Awards for the best children's books. Work with CILIP and the Urdd to organise the award ceremonies and with Tinopolis to promote the prize-winning books and their authors.
- Continue to promote the Welsh-language Children's Poet Laureate, in conjunction with the Urdd, S4C, Welsh Language Board and the Academi.

10 National Year of Reading Legacy⁵
Campaigns to Promote Reading

Coordinating a number of schemes to promote reading, with funding from the Department of Children, Education and Lifelong Learning: World Book Day and the Summer Reading Challenge in Libraries; legacy schemes in the wake of the National Year of Reading – Communities Reading, 08 Clubs and Give a Book Week – and, in cooperation with the Basic Skills Wales Unit, the Stori Sydyn/Quick Reads scheme.

11 Editing and Design Services

The core services to the industry will continue.

12 Information and Communications Technology

A key priority in 2010/11 will be to review the Council's ICT strategy and to implement the recommendations of the Risk Assessment Audit.

The following will be addressed:

- Giving consideration to the option of hosting as a way ahead, following the appointment of an Information Technology Technician
- Creating a system of transferring information automatically from our on-line information templates to the Vista database and the gwales websites

⁵ *Evaluation of the National Year of Reading in Wales 2008*, Arad Consulting, April 2009

Other matters to be addressed during the year:

- Improvements to the gwales.com interface and to the system of administering users; improvements also to the website for bookshops.

5 What resources will be available

The sums allocated by the Welsh Assembly Government for 2010/11 are shown below.

	2010/11
Core Funding	£
Running costs and core activity costs	1,310,000*
Capital Grant	25,000
Grants for distribution	
Publishing Grants	2,573,000
Support for Welsh-language Press	200,000
	<hr/> 4,108,000 <hr/>

* An increase of 1.5% was received in the running costs in order to identify long-term savings in the Council's costs.

The following pages present detailed estimates for 2010/11. The estimates contain the efficiency savings of 1% agreed with Assembly Government officials.

Project funding is also available in 2010/11 from the Welsh Assembly Government's Department for Children, Education, Lifelong Learning:

Children's Books Catalogue	£12,000
Reading campaigns (including World Book Day)	£177,000
Quick Reads	£62,500 **

** Commissioning funds of £62,500 confirmed for Quick Reads. Further support for marketing to be confirmed.

It will be possible to undertake all work described in this Plan in accordance with the Minister's Remit Letter and within the resources allocated for 2010/11.

6 Key Targets

	2010/11 Target	Target	Target	Target	Target
Quarterly targets		1 st Quarter	2 nd Quarter	3 rd Quarter	4 th Quarter
Manuscripts – Editorial Department	175	44	46	40	45
Titles – Design Department	100	26	26	24	24
Reviews on gwales	425	110	110	105	100
Distribution Centre	£4.9m gross / £3.27m net (a 5% increase on 2009/10 figures achieved – less 60% DCELLS Grant)	£1.08m gross £720,000 net	£1.24m gross £830,000 net	£1.69m gross £1,125,000 net	£0.89m gross £595,000 net
Promote the use of gwales. Targets for on-line sales to bookshops and individual customers	Shops: £3,155k Individuals: £63,000 gwales users: 8,600 (+1,600) 13,200	Shops: £695k Ind.: £13,000 gwales users: (+400) 12,000	Shops: £800k Ind.: £13,000 gwales users: (+400) 12,400	Shops: £1,090k Ind.: £22,000 gwales users: (+ 400) 12,800	Shops: £570k Ind.: £15,000 gwales users: (+400) 13,200
Outreach Scheme	Events: 460 Sales: £165k	65 £30,000	95 £43,000	170 £62,000	130 £30,000

	2010/11 Target	Target	Target	Target	Target
		1 st Quarter	2 nd Quarter	3 rd Quarter	4 th Quarter
Book Tokens	£55,000	£6,500	£10,500	£25,000	£13,000
Targets per school term		1st Term	2nd Term	3rd Term	
Book Clubs	£75,000	£18,000	£28,500	£28,500	
Schools Project *	No. of visits: 900 Value of sales primary: £315,000 secondary: £100,000	No. of visits: 350 Value of sales primary: £115,000 secondary: £40,000	No. of visits: 350 Value of sales primary: £115,000 secondary: £30,000	No. of visits: 200 Value of sales primary: £85,000 secondary: £30,000	
Annual targets					
The Centre's debtors' level	No more than 2%				

	2010/11 Target
Publishing Grants (Welsh-language)	
<u>Books</u>	
Number of titles published	215
Number of Scheme A titles published	15
Average sales	1,100 after 18 months (for new titles published by Programme Publishers in 2008/09)
<u>Magazines</u>	
Number of leisure magazines published	11
Average sales of leisure magazines	3,100 (year ending September 2010)
Number of literary magazines published	6
Average sales of literary magazines	650 (year ending September 2010)
Publish regularly in accordance with the timetable	95%

	2010/11 Target
Publishing Grants (English-language)	
<u>Books</u>	
Number of Literature Grant titles published	75
Number of author advance titles published	15 (to be published) (+ 10 commissioned)
Average sales of author advance titles	2,500
Marketing Grants	20
Average sales of marketing grant titles	2,500
<u>Magazines</u>	
Number of literary magazines (or supplements) published	4
Average sales of literary magazines	750
Publish regularly in accordance with the timetable	95%

BUDGET 2010/11

INCOME	£
Welsh Assembly Government	
Running costs including core programme activity	1,310,000
Capital Grant	25,000
Grants to be distributed	
Publishing Grants	2,573,000
Support for Welsh-language Press	200,000
Other sources of income for projects:	
Welsh Assembly Government: Department of Children, Education, Lifelong Learning	
World Book Day and related activities	177,000
Children's Books Catalogue	12,000
Quick Reads / Stori Sydyn	62,500
Departmental Income	296,700
Distribution Centre	3,304,449
TOTAL INCOME	<u><u>7,960,649</u></u>
EXPENDITURE	
Running costs including core programme activity	1,858,200
Capital costs	25,000
Grants to be distributed	
Publishing Grants	2,573,000
Support for Welsh-language Press	200,000
Distribution Centre	3,300,268
Surplus for the year:	
Distribution Centre	4,181
Council	-
TOTAL EXPENDITURE	<u><u>7,960,649</u></u>

BREAKDOWN OF COSTS 2010/11**EXPENDITURE**

	SALARIES	OTHER COSTS	INCOME	NET	TOTAL
Running Costs (including core programme activity)					
Editorial Department	93,297	21,200	(26,000)	(4,800)	88,497
Design Department	88,162	22,200	(22,000)	200	88,362
Sales and Marketing Department	264,714	195,000	(137,000)*	58,000	322,714
Children's Books Department	95,576	105,550	(73,000)	32,550	128,126
Scheme to promote books in primary schools	142,186	29,800	(1,650)	28,150	170,336
Scheme to promote books in secondary schools	37,019	13,875	(1,050)	12,825	49,844
Information Services	81,709	29,600	(21,000)	8,600	90,309
Support Services	296,402	75,410		75,410	371,812
Total Running Costs	1,099,065	492,635	(281,700)	210,935	<u>1,310,000</u>
Project Costs					
World Book Day and related activities	8,000	184,000	(15,000)	169,000	177,000
Welsh-language Children's Books Catalogue		12,000		12,000	12,000
Quick Reads / Stori Sydyn		62,500		62,500	62,500
Total Project Costs	8,000	258,500	(15,000)	243,500	251,500
TOTAL COSTS	1,107,065	751,135	(296,700)	454,435	1,561,500
CAPITAL GRANT					25,000
Grants for distribution					
Publishing Grants					2,573,000
Support for Welsh-language Press					200,000
TOTAL GRANTS FOR DISTRIBUTION					<u>2,773,000</u>

* The Sales and Marketing Department's income includes a contribution from the Distribution Centre towards the running of the Department.

PUBLISHING GRANTS 2010/2011**Grants for Distribution 2010/11**

£

2,773,000**Welsh-language Publications**

£

Programme Publishers	405,250
Individual Publishing Grants	85,250
Performance Payments etc	30,000
Payments to Authors and Illustrators	365,000
Appointments and Training	250,000
Magazines	360,000
Audio Books	3,000
CD-ROMs/Games	20,000
Market Research	10,000
Booksellers	50,000
Marketing	<u>75,000</u>
	1,653,500
Support for Welsh-language Press	<u>200,000</u>
Total Welsh-language Grants	<u>1,853,500</u>

English-language Publications

£

Revenue Magazines	175,088
Revenue Books	252,112
Individual Publishing Grants	54,000
Commission Grants, Small Grants and Training	20,000
Author Advances	56,000
Supported Posts	64,018
Marketing	75,282
Classics	<u>55,000</u>
Total English-language Grants	<u>751,500</u>

Administration	<u>168,000</u>
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Total Grants	<u><u>2,773,000</u></u>
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Efficiency Savings

These are the efficiency savings forecasted for 2010/11:

	2010/11 £
Salaries Savings in salaries following staff retirements	14,228
Gwales.com Further investment in technology (gwales and EDI systems) has led to a higher proportion of orders being received electronically. This has allowed staff more time to deal with the extra workload generated by an increase in sales turnover.	9,500
Generic advertising Generic advertising campaign in newspapers	15,000
Grants for distribution Although the grants budget remained unchanged, there was no decrease in publishers' output.	22,730